Iowa EIP Implementation Planning

State of Iowa
Executive Branch

Planning the Eight Initiatives

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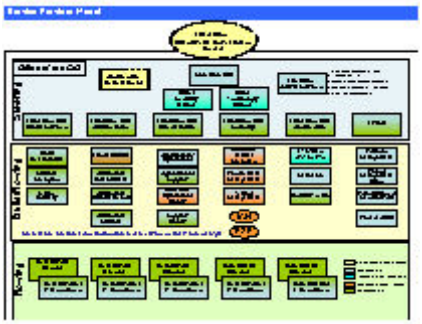
Executive Summary

The EIP Assessment, delivered December 1, 2004, provided three organization models for Information Technology in the Executive Branch of the State of Iowa. From this report, the Service Provider Organization Model was chosen as a baseline to formulate future efforts for Iowa's Information Technology approach.



Eight key initiatives were identified to provide processes and programs to drive efficiencies and effectiveness of information technology, as well as beginning to custom craft the Service Provider model specifically for Iowa. This report describes these initiatives and the forecasted design costs of future implementation efforts.

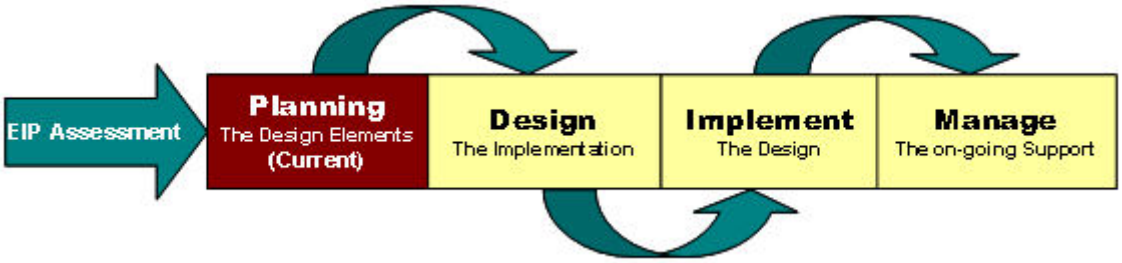
Each initiative has been a collaborative process of planning, with input from a cross section of departments as well as the legislative and judicial branches. Coeur Group was utilized to act as team facilitators and knowledge transfer agents. The initiatives were as follows:

Team	Initiative	Chair	Agency
1	Technology Governance Council	Wes Hunsberger	DAS-ITE
2	Enterprise Architecture	Steve Gast	DOT
3	Funding (Sources)	Erv Fett	IWD
4	Procurement/Sourcing	Ashley Super	DAS-GSE
5	Infrastructure	Mike Bacino	ICN
6	Data Center Consolidation	Judy Peters	IWD
7	Lifecycle/Desktop Standards	Bill George	DOT
8	Applications	Julie Noland	IFA
	Enterprise Cultural Considerations	Steve Mosena	DHS

Common to each of the initiatives are activities associated with the cultural evolution involved in facilitating the successful organizational implementation of the service provider model. Included in the cultural activities are Business Drivers, Identify Current State Inventory, Human Resource/Training, Legal/Legislative and Communication/Change Management.

Four initial planning sessions were conducted over six weeks to document the design activities associated with implementation of the service provider model in the Executive Branch for the State of Iowa. The four initiative team sessions were followed by two additional sessions. These final two sessions were represented by the team chairs representing their teams and the Enterprise Cultural Considerations team. The final sessions were designed to integrate the activities and the culmination of these sessions has been documented in this report.

The teams followed the common project management approach of Plan-Design-Implement-Manage, with the mission of each team to document the design elements for their initiative.



These plans set the stage for designing the implementation. The costs provided are the costs to complete the design and accompanying project plans for implementation. Full implementation costs will be determined during the design phase. Total incremental costs of this phase are forecasted at $2.2M – $3.1M with 62K – 84K hours of associated internal effort.

Managing cultural change is paramount to a smooth transition to the new organizational model. Communication plans regarding support of: employee skills; agency business processes; collective bargaining units; stakeholder entitlements; customer expectations; and vendor guidelines; are taken into account for ensuring the necessary cultural changes.

Implementing lasting cultural transformation requires strong executive support including communicating this support continually throughout the organization.

Governance of the centralized information technology function is proposed to be accomplished through the creation of two new entities within the “steering” function of DAS: A Technology Governance Council (TGC) and Joint Council of CIOs (JCIO). The JCIO would be structured as a “virtual” office, driving change by applying the critical mass of expertise and financial resources. The TGC would be charged to review those plans with an Enterprise viewpoint, reflecting the views of all Executive branch agencies and working to maintain communication with all agency stakeholders.

The JCIO members will share responsibility for achieving savings and improve operations without moving personnel or reassigning CIOs. The JCIO will recommend plans to consolidate IT functions currently housed within departments to the TGC for approval. IT consolidation will take place through implementation of a road map designed to deliver enhanced business continuity, reduced long term operating costs or increased service levels, according to the choice of affected departments.

Enterprise Architecture describes how the state uses information technology in order to achieve greater efficiencies and streamline operations with a focus on interoperability and connectivity as key elements of communication and data sharing among organizations across the enterprise. It is a guiding blueprint for strategically managing Information

Technology resources to create an alignment between the state's departmental business needs and technology.

A business-driven architecture facilitates information exchange and improves the alignment of business strategies, system development, and the deployment of IT solutions. The architecture also facilitates a managed change in technology by describing current activities and setting a direction for future activities.

Enterprise Portfolio Management provides the State with a methodology to define, select, prioritize, measure and recognize value from technology and business investments. Portfolio management takes a holistic view of the enterprise's overall technology and business investment strategy. Within this framework, IT and Department leaders examine and evaluate project proposals to ensure that they are aligned with strategic objectives.

Launching a centralized IT procurement process will maximize return on investment across all departments and agencies when procuring technology. This centralized approach ensures the procurement of product and services consistent with technology standards with the overall intent of reducing maintenance and support costs. Auditing of the total procurement spend for technology assets enables lifecycle asset management.

Performance based partnering strategy with primary suppliers and vendors couples sourcing strategy with supplier partnering opportunities. A Performance Based Supplier Management program provides high leverage and cost savings both in the short and long term.

As part of the Common Infrastructure consolidation of Network Operations will focus on developing a statewide management structure to allow optimization of the departments' network and telecommunications technologies. This positions the computing environment for long-term value. Agencies are then allowed to focus on core business needs rather than on defining technical infrastructure. Finally, it eliminates diffusion of technology and reduces total cost of ownership (TCO).

The fast pace of business requires organizations, both public and private to embrace new ideas, initiatives and technologies to reduce costs and improve business processes. An evolutionary phased-in approach to Data Center consolidation will be instituted to take into account the impact on service levels and business models.

Enabling a computing environment to transition to these and other new technologies is a never-ending process of change. Business strategies will drive the development of enterprise technology solutions, which can be a complex equation. Further, many business-specific legacy applications may compete with these initiatives.

Lifecycle program improves State purchasing power and license management. It enhances information sharing and staff productivity via common and current PC tools. Promote basic IT service provisioning as a "utility" across the State. Utilize expertise in

vendor management and supplier scorecards, developed by procurement, to gain value from purchases.

Establishing and maintaining an enterprise application inventory, consolidated enterprise matrix and enterprise application entity relationship diagram (hereafter referred to as application asset management) enables you to locate, categorize and manage the lifecycle of all application related assets in the IT infrastructure to better support business operations and initiatives.

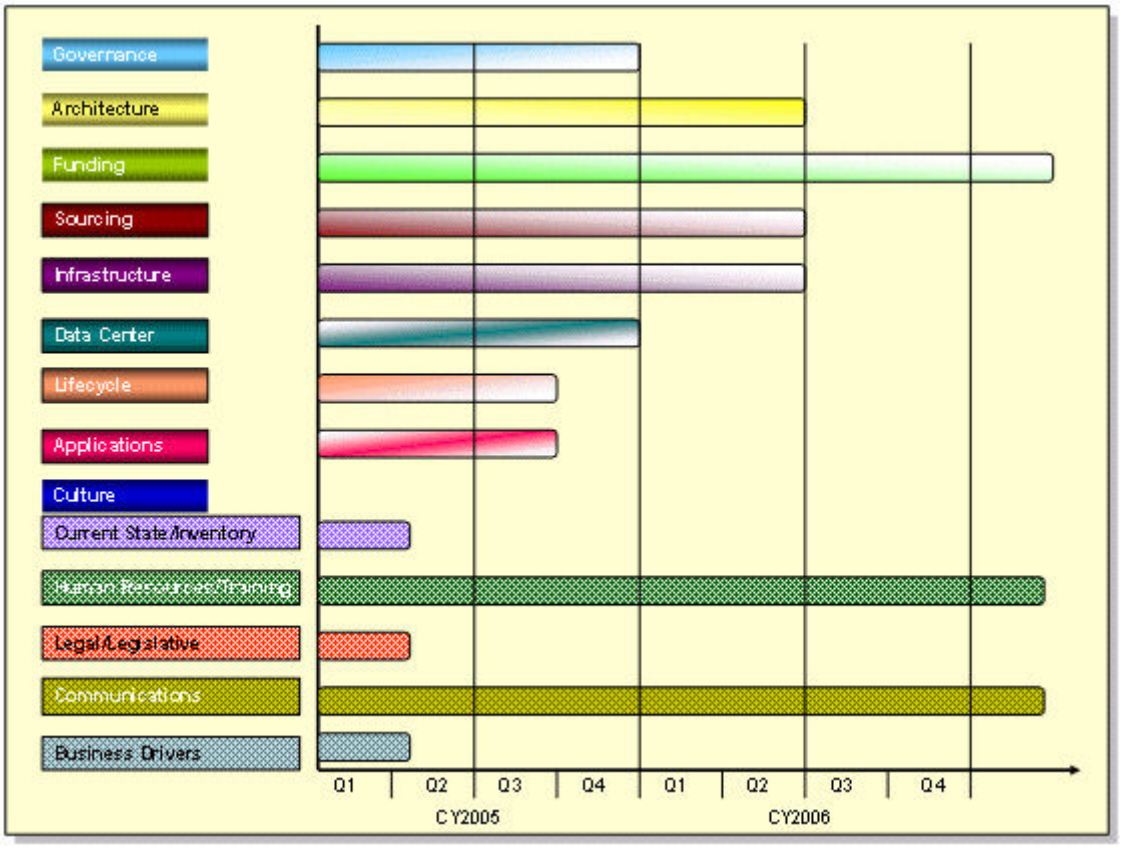
Consolidated Activity Based Costs and Project Plan

This chart is a rollup of the incremental costs and associated hours for each of the 8 initiatives and the corresponding enterprise wide administration.

Team	Activity	Team Recommendation			
		Incremental Cost		Internal Hours	
		Low	High	Low	High
1	Governance	$ -	$ -	-	-
2	Architecture	$ 426,500	$ 653,500	5,950	7,400
3	Funding	$ 351,000	$ 351,000	7,850	7,850
4	Procurement/Sourcing	$ 56,500	$ 164,000	12,950	17,450
5	Infrastructure	$ 671,250	$ 848,750	14,100	19,800
6	Data Center	$ 282,500	$ 382,500	11,950	19,200
7	Lifecycle	$ 55,000	$ 155,000	1,350	2,150
8	Applications	$ 79,000	$ 134,500	1,250	1,250
9	Culture	$ 296,750	$ 417,750	6,300	8,750
	Totals	$2,218,500	$ 3,107,000	61,700	83,850

EIP Implementation Planning Timeline

The following graphic is a high level project view of the design phase of the nine initiatives, as well as the five identified activities to take place enterprise wide. The color intensity for each bar illustrates the relative level of work taking place within that particular activity. This time line only represents the projected implementation planning time frames, not the implementation itself. When appropriate and early "wins" present themselves they will be taken advantage of.

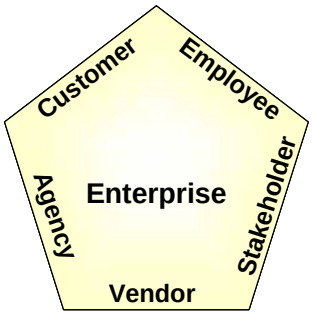


Enterprise Cultural Considerations

In addition to the 8 initiatives, a ninth team was formed to review the impact on the culture of the enterprise. Strong Change Management and Communication plans are essential to a smooth transition to the new organizational model.

Goals

1. No intent for layoffs, achieve salary savings through attrition and retirements
2. Enterprise thinking (is it good for the enterprise, is it good for my agency)
3. Investigate service provider expenses for application development
4. Define project charter



Culture Management Model

Agency Management

Organizational and change issues from the agency perspective

- Structural confusion
- Reporting structure
- Span of control
- Supervisory communication
- Accountability/ownership
- Problems
- Development
- Partial FTE's

Budget – A significant change will be the definition and identification of "IT" related expenses. Currently the budget process does not provide an easy or standardized format for all agencies to determine the dollar amount spent on IT. For example, salaries for positions that spend part of their time on IT activities are difficult to track. In addition, common definitions do not currently exist for what IT spending actually entails.

Action – Development of a standardized budget format for defining IT expenditures. I3 should be configured to assist in this effort. Once that is done, appropriate agency staff will need to be trained and then the format implemented.

Projects/Maintenance – With the creation of an enterprise portfolio management office and project management office, agencies will be required to identify their maintenance needs and projects. This will be a significant change for most agencies in two respects.

First, there will need to be a standardized format with common elements created to allow agencies to describe their needs. With a decentralized approach it was not important to compare the needs of one agency versus another. However, when viewed from an enterprise perspective it is not possible to prioritize funds or resources until the need is fully understood.

Secondly, this information will be requested over a year before the fiscal year in which the expenditures are expected. For many agencies this is much sooner than they typically plan. This additional detail will add an extra level of planning for many agencies.

Additionally, more resources will be expended by both ITE and the agencies to create and manage a service level agreement that describes the services and associated costs provided by ITE for the agency.

Action – Implementation of a portfolio and project management system.

Equipment Planning/Capacity Planning – Agencies will need to do this type of planning in a different way. Currently, each agency independently plans when they will make changes to their IT systems. In many agencies this is driven by budget availability and flexibility. With centralized management of all systems, it will be the agencies' responsibility to understand their needs sufficiently to communicate their needs for the appropriate infrastructure. ITE will need to be sure they have collected enough information to do capacity planning.

Action – Agencies will need to provide information about future needs further in advance.

Managing Expectations – This issue is both a communication and cultural issue. It involves the need to change the current relationship between business and technical staff for managing IT from an internal focus to an external focus. Currently the business staff of agencies has direct access to internal IT staff or internally managed IT resources. This access is how projects are accomplished and maintenance is completed. Under the new scenario there will need to be more communication to ensure that ITE is informed adequately and is accessible and flexible to meet the agencies needs.

Action - It will be very important for ITE to assist the agencies in moving from an internally to externally managed relationship. It will also be important for ITE to be accessible and flexible.

Future service delivery – This is primarily a cultural issue. Agencies currently rely on themselves to plan and deliver IT services. Under the new scenario ITE is assuming a large part of the responsibility and decision making for how projects and maintenance are

completed. Many agencies will be uncomfortable with the loss of this responsibility and ITE will need to ensure quality delivery of the final product. There will need to be a mindset change in the agencies to no longer be concerned about how projects and maintenance are accomplished to a concern about the final product.

Action – ITE will need to provide high-level training on this issue to help agencies know where to focus. Metrics will need to be created to ensure that ITE is truly providing quality timely service.

Supporting "have not" Agencies – There are many agencies in state government that have not had sufficient resources to support IT at an appropriate level. By removing the decision making from agencies for what level of support will be provided, agencies will not have that tool available to them for budget management. This will force agencies to cut their budget either by reducing IT services or find reductions elsewhere. This will occur in some agencies even if the service is provided at a very low cost. Also, it will be critical to ensure that the over-recovery issue does not re-emerge in the form of subsidization of the "have not" agencies.

Action - One option will be to create tier levels of services.

Transition costs – By moving to centralization there will be transition costs that agencies will incur. For example, agencies that have already invested in a system that is deemed to not meet enterprise standards may be required to expend funds to migrate to the new standard system. This may involve anything from new licensing to retraining of staff. It will be very important for agencies to build a process to identify these transition costs and allow a waiver process if the value of moving to the new standard is exceeded by the cost.

Action – As enterprise standards are developed and implemented, provide a tool to analyze the value and cost. Then provide a waiver process.

Separate systems – Some agencies' funding streams require them to ensure that they do not cross subsidize others. This usually takes the form of separate equipment and systems. Currently, agencies do this by owning and operating their own systems. It will be more difficult for ITE to manage in as efficient manner as possible all infrastructures and also maintain separate systems. There will need to be a clear distinction between systems so auditors can identify the boundaries.

Action – ITE will need to build systems in such a way that there are appropriate and clear boundaries.

Privacy concerns – When systems are centralized there will be a concern that data and information that is confidential and specific to an agency be protected. Many agencies have a legal duty to protect the data entrusted to them by not sharing it with others. These legal requirements will need to be enforced in different ways when the infrastructure and management of the systems housing this data moves to shared systems.

Agencies will need assurance that their information is not being shared with others without agency permission.

Action – Build a mechanism to ensure the privacy of data on shared infrastructure. Also ensure that control of the access and use of data and information continues to reside with the agency.

Enterprise

To accommodate the IT Service Provider Model within the parameters of the DAS Entrepreneurial Market place/Utility concept the following enterprise considerations must be addressed.

Enterprise application – Identification of additional applications with achievable/ significant benefits which can be realized through enterprise portfolio management

Hardware procurement – Development of hardware standards and procurement procedures which will achieve desired efficiencies

Desktop standard – Establish a set of desktop standards and associate this with lifecycle planning, cost of ownership, budgeting, architecture and infrastructure planning

Real enterprise standards- Enhancement of process to insure timely development, review and support of the standards

Statewide offices vs. Capitol complex – Recognition of "off complex" office issues are somewhat unique from those "on complex." Recognition of opportunities that may exist to improve the service provided to "off complex" staff and customers. Perhaps an examination of the IT resources/customers "off complex" vs. "on complex" would be of some value.

Enterprise culture and thinking – Primarily a cultural/leadership issue in government but can be addressed through some targeting of initiatives to clearly define the "wins" of agency collaboration and cooperation.

The press – Insuring that process has effective and timely information available for media and staff – working to anticipate the questions rather than reacting- *(a little editorial comment---Government spend is taxpayer money and media represents the interest of taxpayers in obtaining information—foster the relationship to explain the situation rather than to react only to inquiries)*

Federal over-recovery issue – It is really more appropriate to think of this as funding issue created by multiple funding sources- recognition of these and the different means that must be used to address each would be the objective

Migration of legacy systems – A number of aging legacy systems exist in government (along with all the new/modern systems). If this initiative is to take several years it will be "competing with these efforts to address legacy systems. Stated another way, if we assume we are creating an organization to continue to support what we have we will fail to identify the important activities that will be occurring in many agencies to replace legacy systems.

Customer

Transparent to customer

- The Department line staff, supervisory staff and senior management should be able to function in their normal manner.
- The customers outside the Executive Branch should experience the same or enhanced service.
- The customers should experience the same or better response time.

Maintaining service quality

- IT services are available during normal working hours – in some cases 24 x 7.
- Project response capability should remain unchanged.
- The line staff must be able to provide the same or enhanced services to their constituents.
- Some project needs occur overnight. We need the ability to respond quickly and effectively when the need arises.

Communication

- The Agency/Departments need to be included in the transition communication to alleviate any anxiety for themselves and their customers.
- The line staff must be able to communicate their needs effectively to the IT staff.
- Could existing agency teams be used for continuity of service?

Data sharing partners

- Some agencies are already sharing data. Find out who and what is being shared.
- Explore what data can be shared between agencies and stake holders.
- Some Agencies are prohibited from sharing data by legislation.

Stakeholder

A key strategy to ensure business continuity and successful implementation is to ensure stakeholder involvement with the planning and implementation of the Service Provider model. This starts with Governor Vilsack, his key staff, the Executive Branch department directors and key Legislators.

Develop a Stakeholder communication plan – First identify the audiences, determine the messages and frequency, and use of a variety of means to share information. For purposes of this effort, stakeholder is defined as groups that are or might be affected by an organization's products, services and actions.

- A listing of the agency stakeholders (i.e. local government entities, Councils and commissions, federal government contacts and interest groups)
- Union leadership and representatives

- Relevant agency department personnel (i.e. IT and business)
- Legislators
- Elected Officials
- Department Directors of all three Branch's of government

Completion of the IT service delivery plan – To increase trust in maintaining agency business continuity, involve identified stakeholders for input into their respective areas of the IT service delivery plan. This could include service performance expectations, reliability and budget/cost information during the transition and implementation.

Establish a means for feedback – on an agreed upon time frequency (i.e. quarterly) on how the transition and implementation is going (i.e. financial, meeting customer expectations)

Vendors

Centralized procurement issues (change from distributed)

- Electronic authorization of invoicing allowing for all "paperwork" to be completed prior to purchasing (including funding breakdown) so that time between purchase and payment can be 5 to 10 days (thus getting quick payment discounts)
- All bills and payments from one place or investigate whether agencies with independent procurement authority continue independent procurement (keeping process and controls in place), but coordinated under one authority (avoids agency having to split procurements between central and their own processes depending upon item purchased).
- Establish processes which allows for line by line payment on purchase order to ensure prompt payment for items delivered.
- Education
- Letters identifying new requirements sent to current vendors. New vendors told of process when they are added.

How to keep vendors aligned with central procurement practices

- Business units will continue to have the need to discuss new products with Vendors
- Vendors and Business Units need to be discussing new products as they relate to enterprise architecture

Transition issues (contractual, etc.)

- Identify major hardware and software contracts for conversion to enterprise contracts
- Existing contracts may need to expire before being wrapped into enterprise contract
- Existing contracts will be honored since there is no "funding out" justification with a change in process

- Short term contracts or spot purchasing many be need to bridge between contract periods.

Communications (internal and external communication plans)

- Internal issues of how the new process works and how purchase planning is accomplished will be the most difficult.
- External communication simpler once processes are established

Enterprise level of service

- Issues of how to purchase, where purchasing is done, how payment is made, and how vendors get orders need to be addressed in the context of level of service to ensure orders flow and don't sit on desks or get held by vendors.
- Changes may be needed in I/3 to accommodate purchase routing for IT items differently than purchase routing for other items.
- Mass purchase contracts must include time frames within which vendor must make delivery

Employee

Personnel: planning assumptions

- **IT classification**: departments currently have personnel positions with an IT classification and are not doing IT work.
- **Non-IT classification:** departments currently have personnel in positions doing IT work but they are not in IT classifications.
- **Differences in how classifications are used:** positions in different departments are doing same work but are classified differently.
- **Skills inventory:** need to develop an inventory of employee skills and determine if new skills sets are needed.
- **Staff training:** need to identify needed technical training and "soft skills" training. Each employee needs an individualized training plan.
- **Knowledge management:** need to develop a knowledge management plan to capture the knowledge of departing employees.
- **Succession planning:** need to develop a process for succession planning and implementation.
- **Partial FTE's:** many departments don't have one employee doing one duty. Employee may wear many hats. How to deal with the possibility of only needing a part of an FTE?

Skills inventory

- This is particularly important due to the number of current IT staff that performs multiples functions within their current agencies, employees need to know where they may fit in the new environment and be able to make choices,

Staff training

- The current environment has a high percentage of generalist supporting the IT operations; a consolidated environment will need a high percentage of specialists to efficiently service the needs of the enterprise. There need to be training dollars

identified to get from the generalist to specialist so the employees can be retrained.
- This has been a weakness in the current environment, usually when budgets are tight, one of the first cuts is training dollars

Knowledge management
- Retention of knowledge in how the current business functions to meet the needs of their individual customers.
- See succession planning

Succession planning
- A sufficient number of IT employees in the enterprise are within five years of being able to retire the current staff has considerable knowledge of the operations in the agency that they current work and that knowledge need to be retained
- There is the concern that newer, younger employees will be lost during the transition because they will not have seniority to retain their employment if a rif occurs, and they will leave state employment out of fear of losing there jobs and that they do not have a lot of years invested so the move to other employment is more attractive.
- There is a need to provide employment opportunities to both the current senior employee and the younger employees that will be the future of the enterprise.

Staffing transition plan
- A transition plan should be defined for each phase of the consolidation with a timeline of when any staff changes would occur. This should be done well in advance of and actual staff moves and the training needs and opportunities identified.
- When the employees have knowledge of how they fit in then they will be able to plan their future and assist the enterprise in getting the job done.

Increased communication during transition
- The fear factor is going to directly related to the knowledge that the employees have about the process, there needs to be an approach that keeps the employee informed of the facts and the plans, as the process moves forward.
- The requires that all of the players approach this open and honestly (DAS, Agency management, Union, Governors office, Legislature etc.)
- What methods of communications should be used, (web page, e-mail list group, newsletter etc)?

Interagency IT job openings posted
- Should all IT opening, be posted for all current IT employees to see?
- Should an e-mail list be set up to notify of openings?
- Should only the openings for the central agencies be made available?
- Should a hiring freeze of IT position be implemented until the transition is planned?
- Should all openings be reviewed before the hiring is authorized?

H**ow to alleviate employee's concerns**
- Involvement in designing the implementation plans

- Involvement in personnel strategies, training and career planning
- Communications and coordination of activities

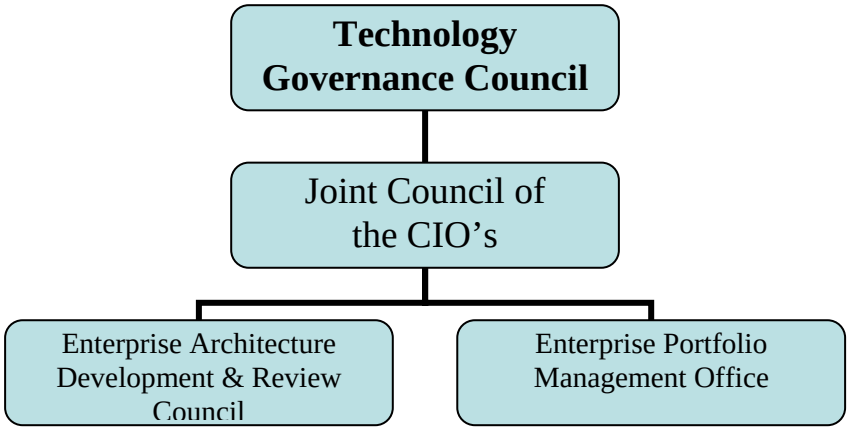
Technology Governance Council

Initiative

Establish the charter for a Technology Governance Council (TGC) to evaluate and prioritize statewide Information Technology (IT) spending and project requests for participating Executive Branch Departments and Agencies. Additionally establish the technology direction, standards and guidelines for operational effectiveness and efficiencies by establishing the Joint Council of the CIOs (JCIO). There is currently no clear, consistent methodology to evaluate the merits of information technology projects on a statewide basis. We recommend a Council with specific statewide authority for all Information Technology initiatives (projects) desired by all Executive Branch Departments and a more formal business case review process and measurements than the current Information Technology Council.

Governance Model

The defined Iowa Technology Governance Model and Key Relationships

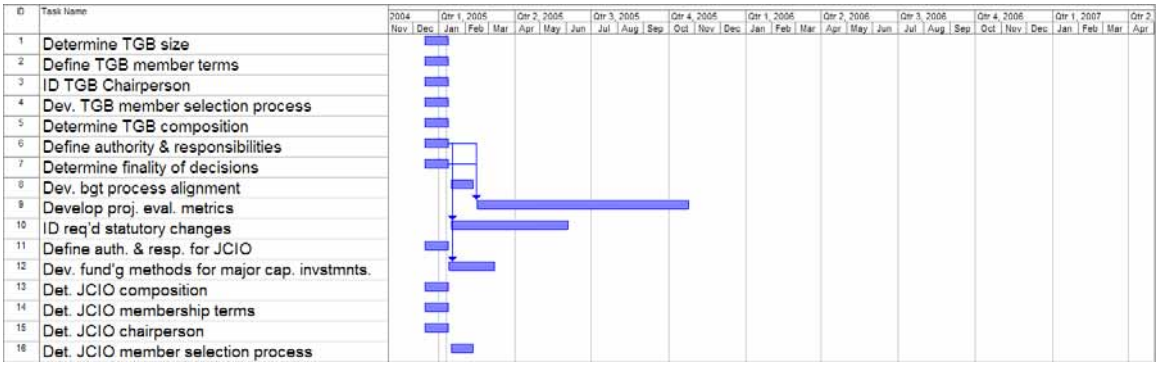


Team Mission Statement

The Technology Governance Implementation & Migration team will provide a design, and an implementation plan for the establishment of the Technology Governance Council for approval by the Governor.

The implementation plan will enable development of a Technology Governance Council that will establish and administer key processes that will evaluate and prioritize statewide IT spending and project requests.

Activity Level Project Timeline



Description of Activities

Objective and roles of the Technology Governance Council:
A Technology Governance Council should be established to set policy and strategy, as well as to propose, review, and prioritize the state's technology investments and initiatives.

Council Mission Statement:
The mission of the Technology Governance Council is to set priorities for statewide technology investments and initiatives, and assist the Department of Management and Statewide Chief Information Officer in developing a statewide Information Technology budget reflecting the total Information Technology spend of the Executive Branch departments and agencies resulting in better decision making and financial investment performance reporting to the Executive Branch.

Council Responsibilities:
The Technology Governance Council shall be responsible for managing and auditing statewide standards and ensuring that all projects adhere to established guidelines and relevant standards. The Council shall ensure that processes are developed to enable identification and tracking of cross departmental projects to maximize leverage of investments, review current project status through a performance scorecard to determine accomplishment of being on budget, review of project milestones and completion criteria. Lastly the Technology Governance Council shall develop and support a statewide, integrated technology investment plan including the oversight, evaluation and termination of projects. This will result in maximized leverage of each technology investments, increased effectiveness and better utilization of scarce technology resources.

Decision requests brought before the Technology Governance Council should be provided in a "Business Case" methodology and be based on factual, financial and fiscal criteria and analysis, including careful consideration of total project lifetime costs and benefits.

The Council will prepare a report to the Governor and the Department of Management on an annual basis reflecting the total spend on technology for the previous fiscal year, current year and forecasted spending for the next fiscal year across Executive Branch agencies, commissions, and Councils.

The Technology Governance Council will recommend administrative rules to the Department of Administration (DAS) associated with activities of the Council. Additionally the Technology Governance Council will recommend and ratify technology utility services to DAS for implementation and approve an enterprise infrastructure consolidation road map to improve service levels, continuity of operations, and maximize the value of IT investments.

The Council will also review fees proposed for value added e-government services by departments, Councils, or commissions for notification to the Department of Management, departments, Councils, and commissions prior to normal rule making processes and public comment, as required.

Administrative support for the Council will be funded by the Department of Administrative Services Information Technology Enterprise through the IOWAccess revolving fund.

1. Determine Technology Governance Council (TGC) size.	
Description	
Determine how many members will make up the Governance Council.	
Risk	
Considerations	
Department Director, DAS-ITE COO and Departmental CIO discussion and reviews which have progressed to define Technology Governance Council size.	
Expected Outcome:	9 members.
Timeframe:	1 month. **Complete.**
Cost:	None

2. Define Technology Governance Council (TGC) member terms.	
Description	
Determine how long each member will serve on the Technology Governance Council.	
Risk	
Considerations	
Initial terms will be staggered with 1/3 = 3 yrs, 1/3 = 2yrs, 1/3 = 4 years *First year is the initial startup phase and is not counted as initial term 3-year terms will be the norm for continuity purposes.	
Expected Outcome:	3-year terms for all members.
Timeframe:	1 month. Complete.
Cost:	None

3. Identify Technology Governance Council (TGC) chairperson.	
Description	
Determine which of the Technology Governance Council members will serve as Chairperson.	
Risk	
Considerations	
Expected Outcome:	The Chair and Vice-Chairs shall be selected by majority vote of the representatives and shall serve one year terms
Timeframe:	1 month. Complete.
Cost:	None

4. Develop Technology Governance Council (TGC) member selection process.	
Description	
Determine how Technology Governance Council members will be selected and by whom.	
Risk	
Considerations	
Legislative representation. Voting membership vs. ex-officio member status	
Expected Outcome:	The agency representatives shall be selected by the agency directors in collaboration with each other. The Pubic members will be selected by the Governor. It is recommended that the agency representatives be Department Directors, Deputy Department Directors, Chief Financial Officers, or members of the public with business acumen, and experience in technology.
Timeframe:	1 month. Complete.
Cost:	None

5. Determine Technology Governance Council (TGC) composition; attributes of members.	
Description	
Determine the attributes of TGC members.	
Risk	
Considerations	
Compensation for public members. (suggested on a per meeting basis) Members should have business acumen and knowledge of technology utilization in the business environment	
Expected Outcome:	Members will be chosen as defined below: • One (1) representative from the Department of Management • Three (3) representatives from Large Agencies (greater than 700 employees) • Two (2) representatives from Medium Agencies (70 – 700 employees) • One (1) representative from Small Agencies (under 70 employees) • Two (2) Public sector members , appointed by the Governor
Timeframe:	1 month. Complete.
Cost:	TBD.

6. Define the scope of authority and responsibility for the Technology Governance Council (TGC).

Description

Determine breadth of groups and agencies for which decisions by the Technology Governance Council will have direct impact.

Risk

Considerations

Discussions and reviews by large Department Directors, DAS-ITE COO, Large Department CIO's and conclusions of discussions.

Expected Outcome:

The Technology Governance Council shall have the authority to: Ratify Participating Agency technology initiatives (solutions) as recommended by the Office of the CIO's.

- Adoption of the Participating Agencies' Enterprise technology strategic plan
- Approve Participating Agencies' Enterprise technology standards to be forwarded to the Department Of Administrative Services for implementation.
- Approve Participating Agencies' best practices as recommended by the Office of the CIO's.
- Identify the method and approach for submission for all executive branch agencies, Councils, commissions, and departments to show separate, clearly identifiable budgets in the budget system for all technology and telecommunications spending, regardless of type (software, hardware, people, etc.).
- Clearly identify Chart of Account usage for technology, telecommunications and technology outsourcing spending categories.

The Technology Governance Council will be responsible for:

- Preparation of a report to the Governor and the Department of Management on an annual basis regarding the total spend on technology for the previous fiscal year and forecasted spending for the next fiscal year across executive branch agencies, commissions, and Councils.
- Recommendations for administrative rules to the DAS associated with activities of the Council to be implemented
- Ratification and recommendation of technology utility services to the DAS for implementation.
- Approval of an Enterprise road map to improve service levels, continuity of operations, and to maximize the value of IT investments.
- Review of fees proposed for value added e-government

	services by agencies, Councils, or commissions for notification to the Department of Management. Agencies, boards, and commissions prior to normal rule making processes and public comment, as required.
Timeframe:	1 month. Complete.
Cost:	None.

7. Determine finality of the Technology Governance Council's decisions.
Description
The Council decisions are final.
Risk
Considerations
Appeals will be handled by administrative rules.
Expected Outcome:
Timeframe: Complete.
Cost: None

8. Determine level of interaction/alignment with the agency budget process.	
Description	
Determine the process for how technology budgets will be reviewed and approved, and the level of involvement that the Technology Governance Council will have in that process.	
Risk	
Considerations	
Some departments receive grants quarterly. The review process be flexible and should accommodate these type changes.	
Expected Outcome:	The Technology Governance Council shall: • Determine the method and approach for submission for all executive branch agencies, Councils, commissions, and departments to show separate, clearly identifiable budgets in the budget system for all technology and telecommunications spending, regardless of type (software, hardware, people, etc.). See also Activity #6 relating to budget responsibility. • Develop the Chart of Accounts for the usage of technology, telecommunications and technology outsourcing spending categories. See also Activity #6 relating to Chart of Accounts. • Prepare a report to the Governor and the Department of Management on an annual basis regarding the total spend on technology for the previous fiscal year and forecasted spending for the next fiscal year across Executive Branch agencies, commissions, and Councils. • Review and approve fees proposed for value-added e-government services (IowAccess) by departments, Councils, or commissions, and notify the Department of Management.
Timeframe:	1 month.
Cost:	None

9. Determine performance-based metrics for measuring the project evaluation process.	
Description	
Technology projects require close management to ensure the highest returns on investment of funds. Performance based measurements for project implementation is critical to gain value, savings and high return on investments from each funded project.	
Risk	
Considerations	
Development of the Enterprise Portfolio Management Office (EPfMO) to be defined and implemented by the Joint Council of the CIO's (JCIO). Definition of a Project Management Office (PMO) function driving project performance and success.	
Expected Outcome:	• Development of linkage and the processes interfacing with the JCIO. • Development of evaluation and input criteria. • Metrics package. • Process for monitoring performance to metrics.
Timeframe:	6-9 months
Cost:	$0

10. Identify required statutory changes.	
Description	
Although not required, the overall requirement for the Technology Governance Council may be established in Code. The details relating to the Technology Governance Council (e.g., composition, selection method, terms) should be established in Iowa Administrative Code. If the Technology Governance Council is established in Code, appointed members must meet the Iowa Code Chapter 69 requirements for gender balance (69.16A), political affiliation (69.16), and attendance (69.15). Appointed Technology Governance Council members would also need to be in compliance with pertinent requirements of Iowa Code Chapter 68B.	
Risk	
Considerations	
Minimize statute code and maximize administrative rules. For example, submission of annual technology spending report (historical, current and future) should be codified, while Council composition details should be an administrative rule.	
Expected Outcome:	Determination of required statutory changes.
Timeframe:	3-5 month
Cost:	None.

Joint Council of the CIO's (JCIO)

Governance Model Organization:

Governance of the centralized information technology function housed in the Department of Administrative Services-Information Technology Enterprise (DAS-ITE) is accomplished through the creation of two new entities: a Technology Governance Council (TGC) and a Joint Council of CIOs (JCIO). The JCIO would be structured as a "virtual" office, driving change by applying the critical mass of expertise and financial resources within the six Executive branch agencies responsible for 80 percent of the IT spend to articulate an action plan for change. The TGC would be charged to review those plans with an Enterprise viewpoint, reflecting the views of all Executive branch agencies and working to maintain communication with all agency stakeholders.

The JCIO members will share responsibility to achieve save money and improve operations without moving personnel or reassigning CIOs. The JCIO will recommend plans to consolidate IT functions currently housed within departments to the TGC for approval. IT consolidation will take place through implementation of a road map designed to deliver enhanced business continuity, reduced long term operating costs or increased service levels, according to the choice of affected departments.

JCIO Model Benefits:

This model offers a collaborative way to facilitate needed culture changes, simultaneously applying the strengths of key players and the value of an Enterprise view. Activities for both the JCIO and TGC are defined to be measurable, consistent with the Accountable Government Act, and would be monitored through specification in director performance plans and procurement audits.

Department Director Commitment for Success:

Department directors must commit to developing and implementing an Enterprise planning approach, sharing their resources of funding, people and time to staff the JCIO and TGC. They must agree to participate, to act on behalf of the enterprise and to work actively to keep their peers informed. In the absence of a legislative mandate, these commitments are critical to successful implementation of any change.

Structure and member composition of the JCIO:

All participating executive branch agencies, Councils, and commissions, identified by code to meet IT procurement standards and processes, are required to support initiatives and abide by standards set by the JCIO. The Iowa Technology Council shall be dissolved and two members appointed to the TGC by the Governors office.

Description of JCIO Activities:

11. Define the scope of authority and responsibility for the Joint Council of the CIO's (JCIO).	
Description	
The Joint Council of the CIOs (JCIO) authority is focused on development, operations and performance management of an Enterprise Wide Technology Architecture providing technology guidelines and standards for procurement, development and operation effectiveness and efficiencies of the Information Technology organization, and processes. Additionally the JCIO authority provides a focus on development and implementation of an Enterprise Portfolio Management Office which will be responsible for the selection, performance management and success of enterprise technology projects.	
Considerations	
Expected Outcome:	The Joint office of the CIO's shall have the authority to: • Form and staff the Enterprise Portfolio and Project Management Office (EPfMO) using existing internal resources. • Approve software development projects, hardware acquisition, and technology outsourcing or consulting regardless of fiscal year, which exceed the greater of $50,000 or 750 staff hours and which are planned by Participating Agencies, Councils, and commissions. • Form and staff the Enterprise Architecture Development and Review Council (EADRB) using existing internal resources. • Shall recommend standards as defined by the EADRB for ratification by the TGC. • Shall recommend "utility services" to the TGC and the rational for such establishment. • Shall jointly develop and adopt a Strategic Technology Plan for the Participating Agencies on a semi-annual basis. • Shall form teams from internal resources to undertake cost savings initiatives such as Data Center consolidation, e-mail consolidation, network consolidation, etc. • Shall recommend rules, processes and procedures for implementing aggregate purchasing. The Joint office of the CIO's will be responsible for: • Meeting on a weekly basis for a minimum of two hours to establish proactive measures to achieve sustainable, long term

	savings on behalf of the citizens of Iowa. • Reviewing Participating Agencies', commissions and Councils proposed annual technology operating expense and capital investment budgets by October 1 of each calendar year for the following fiscal year. • Reviewing requested modifications to budgets on a quarterly basis as required for agencies, Councils, and commissions due to funding changes. • Reviewing and approving all Requests for Proposals prepared for issuance for technology, telecommunications, technology services, consulting, and outsourcing by Participating Agencies, commissions, and Councils exceeding $50,000 or 750 staff hours. • Recommending a Participating Agency road map to improve service levels, improve continuity of operations, and maximize the value of IT investments.
Timeframe:	Complete.
Cost:	None

12. Develop funding methods for major capital investments. I.e., pooled technology, etc.
Description
Major capital investments in technology require additional funding. The IowAccess fund or other technology Pooled funds may provide opportunities for utilization for specific technology investments. The JCIO administrative support shall be funded from the IOWAccess revolving fund.
Risk
Considerations
JCIO determine program/process cost of development and implementation.
Expected Outcome:
Timeframe: 3 months
Cost: None

13. Determine JCIO composition.	
Description	
The Joint Council of the CIO's (JCIO) is defined as the DAS-ITE COO (Permanent Chair), Department of Human Service CIO, Department of Transportation CIO, Department of Workforce Development CIO, Department of Natural Resources CIO, Department of Revenue CIO, and one CIO selected from the following (Department of Public Safety, Department of Public Health, Education, Department of Corrections, and the Iowa Veterans Home). Additionally the Chief Information Security Officer is an ex-officio member.	
Risk	
Considerations	
Expected Outcome:	The permanent members of the Joint Office of the CIO's are: • The Chief Operating Officer of the Information Technology Enterprise – Permanent Chair • The CIO of the Department of Human Services • The CIO of the Department of Transportation • The CIO of Iowa Work Force Development • The CIO of the Department of Natural Resources • The CIO of the Iowa Department of Revenue • One member to represent the following Agencies: o The CIO of the Department of Public Safety o The CIO of the Department of Public Health o The CIO of the of Education o The CIO of the Department of Corrections o The CIO of the Iowa Veterans Home • The Chief Information Security Officer for the State (as a non-voting member)
Timeframe:	Complete.
Cost:	None

14. Determine JCIO membership terms.	
Description	
Specific members of the JCIO will be permanent members based on the representation of their departments. Terms are recommended as being 3 years in duration and being staggered to provide knowledge consistency across terms.	
Risk	
Considerations	
Expected Outcome:	The following are permanent members of the Joint Office of the CIO's: • The Chief Operating Officer of the Information Technology Enterprise • The CIO of the Department of Human Services • The CIO of the Department of Transportation • The CIO of Iowa Work Force Development • The CIO of the Department of Natural Resources • The CIO of the Iowa Department of Revenue • The Chief Information Security Officer for the State (as a non-voting member) The following agency directors shall collaborate to nominate one representative to serve on a rotating basis for one year and shall have a single vote. • The CIO of the Department of Public Safety • The CIO of the Department of Public Health • The CIO of the Department of Education • The CIO of the Department of Corrections • The CIO of the Iowa Veterans Home
Timeframe:	Complete
Cost:	None

15. Determine JCIO chairperson.	
Description	
The JCIO Chair person will be the DAS-ITE COO and be the permanent chair.	
Risk	
Considerations	
Expected Outcome:	COO-ITE will serve as permanent Chair.
Timeframe:	Complete
Cost:	None

16. Determine JCIO member selection process	
Description	
Develop the selection process for representation on the JCIO.	
Risk	
Considerations	
Expected Outcome:	The permanent members of the Joint Office of the CIO's are: • The Chief Operating Officer of the Information Technology Enterprise – Permanent Chair • The CIO of the Department of Human Services • The CIO of the Department of Transportation • The CIO of Iowa Work Force Development • The CIO of the Department of Natural Resources • The CIO of the Iowa Department of Revenue • The Chief Information Security Officer for the State (as a non-voting member) The following agency directors shall collaborate to nominate one representative to serve on a rotating basis for one year and shall have a single vote. • The CIO of the Department of Public Safety • The CIO of the Department of Public Health • The CIO of the Department of Education • The CIO of the Department of Corrections • The CIO of the Iowa Veterans Home
Timeframe:	Complete
Cost:	None.

Enterprise Architecture Steering Committee

Initiative

Develop a mission, process and procedures for the establishment of an **Enterprise Architecture Steering Committee (EASC)** for defining, developing and implementing a set of common enterprise infrastructure standards. The development of a common IT infrastructure is a requirement defined by numerous department directors and staffs. Enterprise architecture is a basic requirement that will enable Iowa to better define technology requirements, spend wisely to maximize investments and reduce lifetime cost of ownership for technology.

Team Mission Statement

The Enterprise Architecture Implementation and Migration Planning Team will provide input and feedback to develop a business oriented mission and process for the establishment of an Enterprise Architecture Steering Committee. This Enterprise Architecture Steering Committee will define, develop and provide a common architecture for the Executive Branch.

Architecture Model

Enterprise Architecture describes how the state uses information technology in order to achieve greater efficiencies and streamline operations with a focus on interoperability and connectivity as key elements of communication and data sharing among organizations across the enterprise. It is a guiding blueprint for strategically managing Information Technology resources to create an alignment between the state's departmental business needs and technology. Enterprise Architecture encompasses an interrelated set of domain architectures intended to guide all Information Technology activities supporting enterprise initiatives.

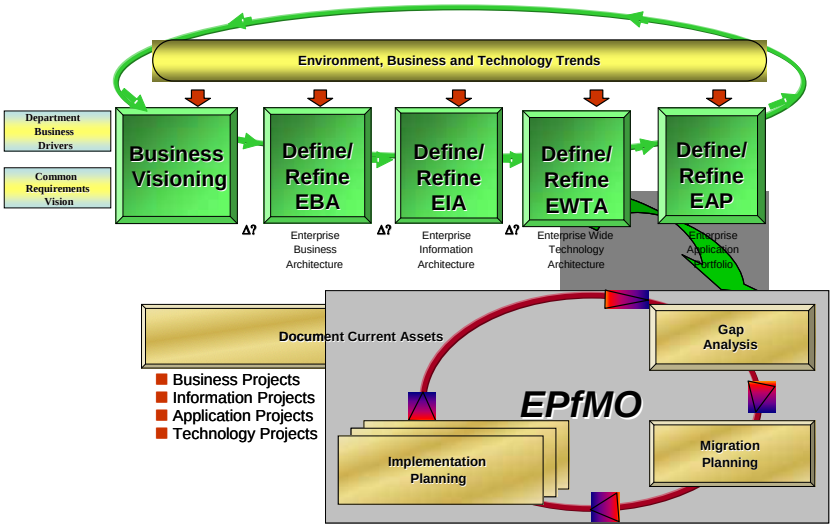
The architecture is the framework of principles, recommended practices, guidelines, policies, standards, and products that direct the design, analysis, construction, deployment, and management of information technology and systems across the enterprise. The objective of the architecture is to guide the IT organization in the implementation of a technical infrastructure which supports change in the business and administrative processes of the enterprise. Open and adaptive technical architectures guide the development of a technology base and structure that enable sustainable competitive advantage for the enterprise through periods of rapid change. The principles and best practices of open and adaptive enterprise information technology architecture are consistent across industries and may be achieved utilizing a wide range of vendor product offerings.

The scope of the information technology architecture project is to create a single, common and cohesive vision - to senior management, line organizations, IT staff, and end users of the underpinnings, design points, principles and recommended practices of open and adaptive infrastructures and information systems.

To create Enterprise Architecture, the department directors and IT professionals must achieve a common and cohesive vision of the core mission and key business challenges as well as the opportunities and potential difficulties the departments expect to encounter. Enterprise Architecture, then, is a process that expresses the enterprise's key business, information, application, and technology strategies and their impact on the business functions and processes. Enterprise Architecture institutionalizes disciplined analysis and decision-making. It must be driven by the statewide business and technology strategy.

In today's competitive environment, effective and efficient use of information technology is the focus for building successful business strategies. Enterprise architectures create the framework for this leveraged use of technology. Creating enterprise architecture serves four basic functions:

1. It creates a set of principles that guide future decision making, application design, sourcing alternatives, and product evaluation.
2. It creates a consistent process for building consensus among the business and IT and establishes an ongoing working relationship for the continuous alignment of information technology throughout the organization.
3. It provides a basis for applications analysis and consolidation.
4. It provides a basis for information / data strategies and migration.



Source: Meta Group

The Enterprise Architecture Process Model shown above provides a logical approach to developing an Enterprise Architecture for the state of Iowa. It is a multi-phase, iterative, non-linear model focused on Enterprise Architecture development, evolution, and migration as well as on the ancillary governance, organizational, and management processes. It represents key characteristics and a synthesis of best practices of how other states and private sector companies are delivering enterprise architecture.
It is imperative that the EASC maintain a vision for security and privacy in determining the architecture. Additionally, the ability for the architecture to maintain workability

within the interdependencies with architectures outside the identified domain: judicial, legislative, regents and federal.

Initial Architecture Strategy

Setting the initial architecture strategy is a keystone to the guiding principles to be used by the enterprise. At the onset of developing an Enterprise Architecture Strategy, is the requirement to define the role, purpose and outcomes of the Enterprise Architecture Steering Committee. As the Architecture Strategy is defined it is imperative to capture the business vision, understand the Enterprise Business Architecture (EBA), which are the key business processes; the Enterprise Information Architecture (EIA), the way information flows and is utilized; the Enterprise Wide Technology Architecture (EWTA), the technology components; and the Enterprise Application Portfolio (EAP), which is the resulting set of programs providing information for utilization. Based on these 4 architecture components the guiding principles for selection, investment and operations of technology within the enterprise can be defined. Additionally, key collaboration must take place with the implementation of projects through the Enterprise Portfolio Management Office (EPfMO) to ensure adherence to Architecture Principles during implementation. The Enterprise Architecture Steering Committee manages the living document (the Architecture Strategy) by which all other technology based decisions are made.

Setting the initial architecture strategy is a four phase process. First and foremost is gathering a Common Requirements Vision and the key business drivers from the Departments. Next, a clear definition of the business processes affected (the Enterprise Business Architecture); then the methods, flows and uses of information (the Enterprise Information Architecture); the technology to utilize (the Enterprise Wide Technology Architecture); and the applications which will enable the business to carry out its mission (the Enterprise Applications Portfolio). As part of the Architecture Strategy, the Enterprise Architecture Steering Committee provides final guidance and promotes the use of the standards across the states enterprise.

Phase I

The process of defining such an information environment begins with an understanding of the current business, competitive factors, regulatory issues, business plans, strategic directions, current operational issues, customer issues, organizational strengths and weaknesses, and resource and budget issues. This information is the knowledge base for the business drivers. These are then mapped to a set of business information requirements and desired information architecture characteristics that support these business initiatives. The architecture requirements are derived from both the Iowa Executive Branch business information requirements and public entity best practices and technology trends.

These requirements then drive a set of conceptual architecture principles that form the base foundation of the architecture. A matrix mapping of the business drivers to the business information requirements and from the business information requirements to the conceptual architecture principles is created to provide and justify a cross-reference from the principles back to the initial strategic business drivers.

- Identify influencing environmental trends.
- Identify the KEY DRIVING (most important) business strategies of the enterprise.
- Identify the information required by business decision makers to satisfy the enterprise business strategies.
- Translate the business information requirements into requirements for technical architecture.

Phase 2

Having the foundation principles in place, the process now turns to defining the conceptual architecture against current state:

- Identify applicable Enterprise Architecture (EA) best practices as conceptual architecture principles.
- Identify weaknesses/strengths in current IT delivery methods/policies/skills/organization.
- Refine conceptual architecture principles based on current state assessment.
- Derive necessary domain architectures from principles, requirements, and technology trends.

Typical technology domains may include:

Network infrastructure
Computing platforms
Data and information structures
Business applications
Information security
Corporate communications environment
Process Management
Web enablement
Etc.

Phase 3

The third phase applies these concepts to the individual domains across the enterprise. The purpose of a domain architecture is to define the reusable building blocks of the technology infrastructure. Additionally, this phase influences the process of selecting and applying industry standards, selecting standard products and designing standard configurations. These are merely the principles for the selection, not the selection itself.

Detail is created by domain teams and infrastructure developers to be captured within the enterprise architecture. Activities in this phase include:

- Decompose domain design principles from conceptual architecture principles
- Identify and categorize the technologies within each domain
- Identify strengths/weaknesses of current technical infrastructure
- Refine the domain architecture content
- Review and compare to International Standards
- Produce Standards
- Configuration Standards

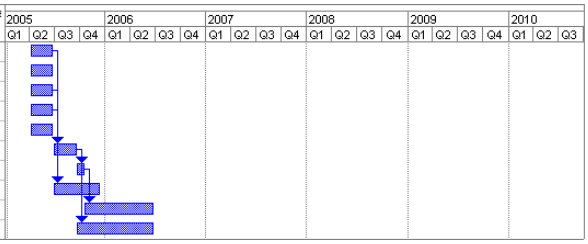
Phase 4

The fourth phase is to perform a gap analysis and create a migration/transition plan. This effort will explore how to best leverage the investment in the current technology base while migrating to a new adaptable infrastructure and required business functional elements. This planning effort includes organizational issues as well as technology issues. It will result in a prioritized set of project plans and initiatives to effectively move toward the future infrastructure state under the guidance of the Enterprise Architecture Steering Committee. Activities in this phase include:

- Complete the identification of differences between current state and target architecture.
- Analyze gaps between the as-is and the target EA.
- Develop recommendations (actions) to close the gap.
- Identify and prioritize interdependencies of recommendations.
- Identify projects/initiatives/policies that need to be implemented.
- Identify and prioritize interdependencies of projects.
- Define high-level migration plan (a maximum of two to three years).
- Define scope and timeline for each project.
- Create a detailed program plan — the coordinating plan across all projects.
- Identify resources for implementation planning.
- Define charters for each project.
- Create a detailed program plan — the coordinating plan across all projects.

Activity Level Project Timeline

ID	Task Name	Duration	Predecessors
1	Define Roles and Responsibilities of the EASC organization	3 mons	
2	Identify existing groups that may conflict with EASC and determine viability.	3 mons	
3	Identify the size and composition of the EASC	3 mons	
4	Define Roles and Responsibilities of EASC members	3 mons	
5	Define Standard Operating Procedure for EASC	3 mons	
6	Determine the process to select members of the EASC	3 mons	3
7	Approve the Mission of the EASC	1 mon	6
8	Define the Support Staff of the EASC	6 mons	4,1
9	Set Initial Architecture Strategy	9 mons	7
10	EASC build trust	10 mons	6



Included in this activity timeline is a placeholder for the Architecture Strategy. Prior to the establishment of this strategy it is important to gather the enterprise business drivers and to develop the following inventories:

- Infrastructure
- Applications
- Hardware

This first step in strategy determination assures that the guiding principles align with the business drivers. Additionally, the current state of technology serves as a baseline for the transformation to the new architecture.

Description of Activities

Enterprise Architecture Steering Committee Mission Statement

The Enterprise Architecture Steering Committee (EASC) will publish principles, standards, and best practices promoting a business-driven Enterprise Architecture (EA) used in all aspects of project development.

A business-driven architecture facilitates information exchange and improves the alignment of business strategies, system development, and the deployment of IT solutions. The architecture also facilitates a managed change in technology by describing current activities and setting a direction for future activities.

1. Define Roles and Responsibilities of the EASC	
Description	
Define Roles and Responsibilities of the EASC—e.g. reporting relationship, relationship with CIO/CTO/CISO/Enterprise CIO's. Define if this group is advisory versus reporting. This is to be done in collaboration with the Governance Council.	
Risk	
Moderate risk to this activity as the roles and responsibilities has a strong effect upon the overall technical standards and processes for the enterprise.	
Considerations	
The role of this organization is very dependent on the role of the Governance Council. Additionally, consideration must be made for existing IT based groups like the IT Council and what legal issues this may have. This activity should be done simultaneously with Activity 5.	
Expected Outcome:	The expected outcome of this activity is defined roles and responsibilities of the overall Statewide Enterprise Architecture Steering Committee.
Timeframe:	3 Months
Cost:	$40,000 - $60,000 in conjunction with Activity 5. Resource augmentation to guide committee through the process (facilitators, consultants, practices from other States) Internal Hours – 100hrs – 150hrs during three month period in conjunction with Activity 5.

2. Identify existing groups that may conflict with EASC and determine viability.	
Description	
Look at existing groups—e.g. ITC/ITTC/National Guard/existing agency steering committees—to determine any conflict.	
Risk	
There is moderate risk for this activity. Existing groups may have similar responsibilities.	
Considerations	
Some existing groups may be mandated by law/contract/rule and this needs to be addressed.	
Expected Outcome:	The identification, need and implication awareness of the existing teams to the success of the EASC.
Timeframe:	3 Months
Cost:	No incremental cost associated with this activity. Internal Hours: 200 – 300 hours includes time in 41 agencies to collect information in support of this activity, during three months

3. Identify the size and composition of the EASC	
Description	
Determine optimal number of members and expertise/background.	
Risk	
There is a moderate level of risk to this activity as the composition will have a major impact on the successful oversight of the state's information technology architecture.	
Considerations	
Interdependency with the Governance Council and the Enterprise Portfolio Management Office exists.	
Expected Outcome:	This activity will produce a recommended size and makeup of the Statewide Enterprise Architecture Steering Committee.
Timeframe:	3 Months
Cost:	No cost associated Internal Hours: 100 hours, higher level management time required

4. Define Roles and Responsibilities of EASC members	
Description	
Define Roles and Responsibilities of EASC members—e.g. position descriptions, leadership roles, reporting responsibilities, etc.	
Risk	
Performing this activity has relatively low risk	
Considerations	
The responsibility to review the job descriptions and performance of each member. Human Resources needs to be involved at this point.	
Expected Outcome:	Job descriptions, expectations and performance review criteria will be the results of this activity
Timeframe:	3 Months
Cost:	$25,000 resource to guide and facilitate plus DAS-HRE Internal Hours: 200 - 300 hours

5. Define Standard Operating Procedure for EASC	
Description	
Identify the duties, responsibilities and activities of the Steering Committee - e.g. communication	
Risk	
This step has relatively low risk.	
Considerations	
This step has a dependency on the Governance Council to assure good working relationship between the two entities. Estimated cost and internal hours are dependant on the establishment of a clear and collaborative governance structure.	
Expected Outcome:	A set of standard operating procedures for the successful running of the Enterprise Architecture Steering Committee will result from the successful completion of this activity.
Timeframe:	3 months
Cost:	$54,000 - $81,000 in conjunction with the dollars used for Activity 1. 100 - 200 internal hours used in conjunction with the hours used for Activity 1.

6. Determine the process to select members of the EASC	
Description	
Determine the process to select the members of the Statewide Enterprise Architecture Steering Committee—e.g. appointment, cross-departmental, etc.	
Risk	
There is a moderate risk to this activity as the final makeup of this committee will have a major impact on the successful oversight of the state's information technology architecture.	
Considerations	
The selection of this team will have an impact on the Governance Council and the Enterprise Portfolio Management Office.	
Expected Outcome:	This activity will produce the procedures for selecting the members to serve as the Statewide Enterprise Architecture Steering Committee.
Timeframe:	3 Months
Cost:	No associated costs. Internal Hours: 100 hours, higher level management time required

7. Approve the Mission of the EASC	
Description	
Review and approve the Mission of the EASC	
Risk	
This activity has low risk.	
Considerations	
The EASC Mission must account for and align with the Governance Council Mission.	
Expected Outcome:	Final approved Mission Statement for the Enterprise Architecture Steering Committee
Timeframe:	1 Month
Cost:	No incremental cost. Internal Hours: 50 hours

8. Define the staff in support of EASC and the Architecture Center for Excellence	
Description	
Determine number, broad skill sets, roles and responsibilities of the support staff for the EASC.	
Risk	
A moderate risk is associated with this activity to assure the proper staff is assigned to this organization.	
Considerations	
Under implementation the following considerations are important to keep in mind: Legislative requirements in the creation of new full time equivalents, along with the associated funding, is a consideration for this activity. Also, the necessity for background checks at a cost of $1,500 to $5,000 per FTE. Finally, it is important to enlist DAS-HRE in this activity.	
Expected Outcome:	The framework for assigning personnel to the Architecture Center of Excellence.
Timeframe:	6 Months
Cost:	$37,500 Internal Hours: 400 hours

9. Set Initial Architecture Strategy	
Description	
The EASC will set initial direction and establish the initial enterprise architecture.	
Risk	
This is a high risk activity in that it sets the course for the architecture going forward.	
Considerations	
The Architecture Strategy must bear in mind the mandates associated with external funding, particularly federal funding. The first steps of the architecture strategy needs to be the gathering of business drivers across the enterprise as well as the inventory of infrastructure, applications and hardware. As described in the architecture model, business requirements gathering to set the initial conceptual architecture is the first phase. This is followed by defining the domain level architectures and concluding with a migration plan that will lead the enterprise to compliance with the architectural standards. An assumption used is that the initial architecture strategy will aim at early wins, proceeding to the more unique situations in the long run.	
Expected Outcome:	The initial strategy for architectural design.
Timeframe:	6 – 12 Months
Cost:	$270,000 – $450,000 Internal Hours: 4,500 – 5,400 hours in addition to Infrastructure, Applications, Desktop/Servers, and Data Center capturing existing inventory including business drivers.

10. EASC build trust	
Description	
Communicate with agencies and stakeholders—listening to agencies and stakeholders—seek common ground—feedback	
Risk	
Low risk to performing this activity.	
Considerations	
Fear uncertainty and doubt across the enterprise must be addressed.	
Expected Outcome:	A clear communications plan to keep all stakeholders and agencies
Timeframe:	Continuous
Cost:	No associated cost, but the activity is priceless. Internal Hours: 200 - 400 hours to work with the Culture team and to promote the architecture benefits.

Cultural Impacts

- Everyone is used to being responsible for their own architecture, or using the default architecture of the predominant vendor.
- Departmental/business unit collaboration—business units focused on delivering service—make a commitment to ensure business units' voices are heard.
- Use of existing staff? Match right people to right responsibility level.
- Major debates regarding brand/equipment loyalty. (these are usually the purview of the Domain teams)
- Change in existing groups.

Funding Methodologies

Initiative

Develop a project timeline for the conversion to change funding methodologies to allow more fiscal and management efficiencies. Tracking of funds spent on technology is currently very difficult. The overall funding process must be simplified. Develop an Enterprise Portfolio Management Office (EPfMO) to better utilize resources and derive higher levels of successful operation. An enterprise portfolio management approach along with a Project Management Office (PMO) is required to enable significant increases in project success and fulfillment.
A Departmental budget for Information Technology is the initiation point to ensure all services required for department/agency requirements are defined, funded and provided by the Information Technology Enterprise.

Team Mission Statement

The Funding Methods Implementation and Migration Planning team will identify a list of considerations and a project timeline for development of new statewide funding practices and policies for technology. This will enable Iowa's Executive branch to utilize resources and derive higher levels of successful operation resulting in a more defined and accountable funding process.

Enterprise Portfolio Management Office Model

Enterprise Portfolio Management provides the State with a methodology to define, select, prioritize, measure and recognize value from technology and business investments. This program will be managed by the Enterprise Portfolio Management Office (EPfMO). Portfolio management allows control of technology and business project investments to ensure the delivery of meaningful value to the State. Portfolio management takes a holistic view of the State's overall technology and business investment strategy. Within this framework, IT and Department leaders examine and evaluate project proposals to ensure that they are aligned with the State's strategic objectives. The portfolio is constantly monitored to assess which projects are on track, which need help and which should be shut down. A strong Portfolio Management program can provide the following benefits:

- Maximize value of IT investments while minimizing the risk.
- Improve communication and alignment between IT and department business leaders.
- Encourage department business leaders to think Enterprise versus Departmental taking ownership for projects.
- Allow planners to schedule resources more efficiently.
- Reduce the number of redundant projects and make it easier to terminate unnecessary or non-value projects.
- Ensure accountability and alignment between the IT organization and the needs of the State.

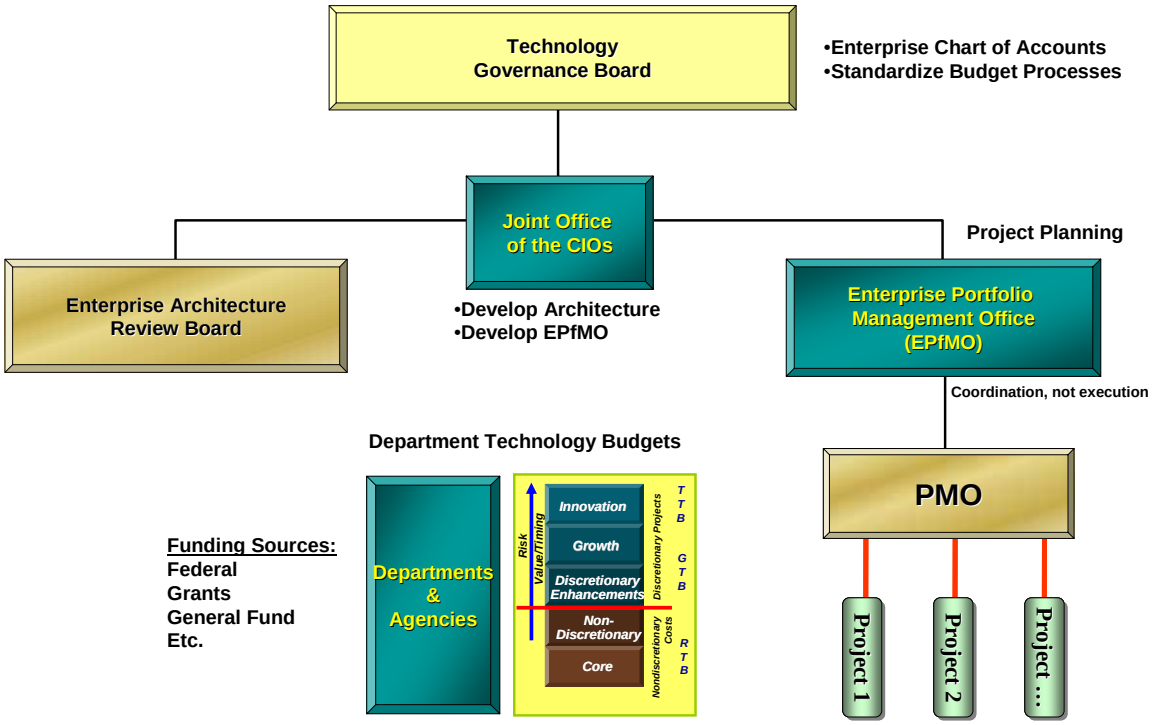
Funding and Budgeting for Technology

Three areas are critical for funding and budgeting for technology on a statewide basis. These include:

Process – Clearly define the role of the Technology Governance Council, Departments, the Statewide CIO, and others in the budget process. Establish a Technology Priority List and a Technology Budget Plan.

Funding –Establish a clear vehicle and process for funding all technology projects regardless of funding source.

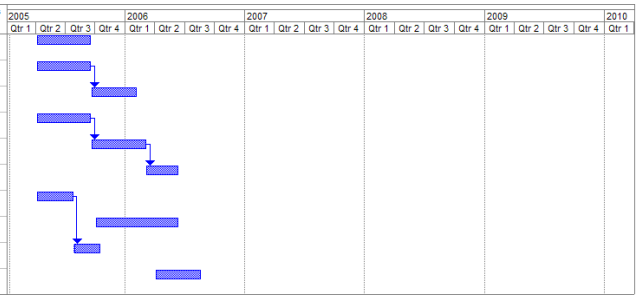
Performance Management and Tracking – Funding should be tied to business needs assessment, risk management, quality assurance, and post implementation review. These activities are the essential purview of the Enterprise Portfolio Management Office. Tracking funding by Portfolio (multiple projects of common focus) is a proven method to monitor progress of technology projects and enforce quality assurance techniques as well as value returns for the state's investments.



The Enterprise Funding and budget model shown above provides an overview of the items which are addressed by the funding activities defined within the Implementation and Migration Planning teams session recommendations.

Activity Level Project Timeline

ID		Task Name	Duration	Predecessors
1		Develop New IT Spend Plan Baseline	6 mons	
2		Cost structure and chargeback methodologies/processes	6 mons	
3		Funding impact (State, Fed Matching & Other) of moving resources between dept. and enterprise	5 mons	2
4		Budgeting process & system definition	6 mons	
5		Budget Reporting/Monitoring process	6 mons	4
6		Budget change impact process	3.5 mons	5
7		Definition of EPMO positions & functions	4 mons	
8		Additional Initial Funding required for a successful transition	9 mons	
9		Training and skills development	3 mons	7
10		Strategy to engage Governor/Legislature/Policy-makers regarding impact and savings	5 mons	



Description of Activities

1. Develop New IT Spend Plan Baseline	
Description	
Develop a common statewide definition of IT expense. Develop a detail description of IT expenses to be accounted for in the budget process and expense tracking system. Definition needs to address hardware, application, FTE/position classification, non-IT classifications such as task-oriented duties, and other "IT" related expenses based on current practice and future needs. The initial Baseline of IT spending was not done consistently across departments. Also, types of funding currently being used were not addressed (i.e., Federal, Road Use Tax, Asset Forfeiture, etc.). A new baseline of spending needs to be prepared using consistent methods, along with the type of funding tied to the spending.	
Risk	
Medium	
Considerations	
Common definition and understanding of IT costs, ability to find the detail IT costs in current budget/accounting systems	
Expected Outcome:	Accurate baseline of current statewide IT expenditure.
Timeframe:	6 months
Cost:	$25,000/2400 Hours

2. Cost structure and Expenditure Tracking Methodologies	
Description	
Contingent on the methodology for funding the IT organization this may mean a process for developing a rate/cost structure. A system will need to be developed which will track IT expenditures to the level of detail necessary for user agencies to direct charges to eligible funding sources. The system will need to include a time reporting component that tracks personnel time by function by user agency cost center. A system for allocating non-personnel direct and indirect costs will also have to be developed. This system will have to result in a billing to the department that is compatible with their existing cost structure. (I.e. cost center to cost center). Utilize existing fund and detail account code structures available in I/3 to track IT expenditures for all IT projects and acquisitions. I/3's Data Warehouse is the reporting mechanism available to create periodic ad hoc and canned reports based on the account code structures used to track IT related transactions.	
Risk	
High	
Considerations	
The IT organization will need to define organizational structure, develop the systems and increase the level of oversight necessary to insure that costs and time are properly billed. Coordination with Governance team.	
Expected Outcome:	A process that defines the statewide IT cost structure, including departmental versus IT organizations costs, direct and indirect cost rates, cost reporting mechanisms and an auditable interdepartmental billing system
Timeframe:	6 months
Cost:	$75,000/700 Hours

3. Funding impact (State, Fed Matching & Other) of moving resources between dept. and enterprise

Description

Many funding streams are program specific and may not allow their consolidation to support statewide IT. Identify and delineate the multiple funding sources and their associated provisions, regulations and restrictions for executive branch departments. Several agencies use funding sources other than the general fund. These funds can only be used for specific purposes according to Iowa Code, federal regulations and the Iowa Constitution. These funding restrictions need to be identified so that an accurate financing scenario can be established.

If resources are redirected from their current agency/program to a central oversight entity the potential exists for the loss of federal and other dedicated funds. Allocation and costing methodologies will be needed to be developed that mitigate any negative financial impact to the state and individual agencies. Identify and establish business processes and system modifications required to provide transparency of cost from service provider to departments and agencies receiving/purchasing technology services.

Risk

Low

Considerations

Defined organizational structure, coordination with Governance team

Expected Outcome:	Budget and accounting systems that allows appropriate access to funding sources and chargeback process that maximizes cost recovery.
Timeframe:	5 months
Cost:	$81,000/600 Hours

4. Budgeting process & system definition	
Description	
Explore and recommend the appropriate funding approaches for the various levels of the proposed model. Identify how the budgets are prepared, who prepares them and who approves them at various levels in the proposed model. Identify budget/fiscal system current capabilities and enhancements needed to successfully budget and account for IT expenses based on the proposed model. Identify levels of control and change authority.	
Risk	
Low	
Considerations	
Impact on I3 system, coordination with Governance team	
Expected Outcome:	Budget process that accommodates the needs of the departments, statewide IT expenditure tracking and project management requirements of EPfMO
Timeframe:	6 months
Cost:	$25,000/800 Hours

5. Budget Reporting/Monitoring process	
Description	
The EPfMO requires specific project information to be able to identify funding availability and prioritize projects for budgeting purposes. It also requires this same level of detail from the accounting system to manage ongoing projects. Identify and develop budget process and system changes that are required to allow departmental operations and project performance reporting and expenditure monitoring. Many IT projects are part of federal grant awards or indirect cost recovery budgets. As such they are not specifically identified and tracked as part of the budget development process. Since these projects are not tracked in the budget system they generally are not tracked at a project level in the accounting system.	
Risk	
Medium	
Considerations	
Development of necessary tools and process, coordination with Governance team	
Expected Outcome:	Ability to track on-going IT operations and projects on a statewide basis.
Timeframe:	6 months
Cost:	$10,000/800 hours

6. Budget change impact process	
Description	
This activity includes changes that occur to appropriations after the start of a fiscal year. Most frequently the changes will result from decreases in funds available, e.g., across the Council reductions. Prioritization of the application of the reductions and managing the impact on IT rates will be two of the major issues. Identify and develop a methodology to reflect budget changes in both the departmental operational and project budgets, as well as any interdepartmental service charge rates.	
Risk	
High	
Considerations	
Activity not performed currently, competing priorities and coordination with Governance team	
Expected Outcome:	Effective process for quickly reflecting funding changes in the IT operations and project budgets, as well as the interdepartmental rate structure
Timeframe:	3-4 months
Cost:	$0/300 Hours

7. Definition of EPfMO positions & functions	
Description	
The Enterprise Portfolio Management Office will accumulate an inventory of IT projects and review new undeveloped projects avoiding duplication of effort. The EPfMO will review the resources necessary for new projects, track the project budgets, procure additional resources if necessary, and establish departmental chargeback and reimbursement mechanisms. Define functional position and certification requirements. Define relational and process interconnects with departments/agencies and governance Council.	
Risk	
High	
Considerations	
Defined organizational structure, coordination with Governance team.	
Expected Outcome:	Ability to select, prioritize and manage project and IT expenditures to ensure they align with Statewide business strategy.
Timeframe:	4 months
Cost:	$135,000/500 Hours

8. Additional Initial Funding required for a successful transition	
Description	
Identify all the transition costs of moving to the service provider organization. Coordinate development of detail estimates with other Planning and Implementation Teams. Define format for identification of transition costs and the methodologies used to create cost estimates. Establish cost tracking and performance measurement criteria and scorecard.	
Risk	
Medium	
Considerations	
Defined organizational structure, coordination with all other teams, Legislative appropriation of funds.	
Expected Outcome:	A detail estimate of the complete incremental transition, performance measurement criteria and a scorecard to monitor performance.
Timeframe:	9 months
Cost:	$0/1500 Hours

9. Training and skills development	
Description	
Identify training needed for users (and related costs) due to changes in the budget, accounting, purchasing or other processes. This includes the spectrum of users or participants from budget development and monitoring to data entry.	
Risk	
Low	
Considerations	
Availability of training resources and dedication of time for personnel to receive training.	
Expected Outcome:	Training plan for all personnel involved in budget and funding process throughout the executive branch.
Timeframe:	2-4 months
Cost:	$0/100 hours

10. Strategy to engage Governor/Legislature/Policy-makers regarding impact and savings	
Description	
The Accountable Government Act requires that methodologies for use in making major investment decisions include return on investment and cost-benefit analyses. This act also requires performance measures, targets and identification of auditable data sources. The first step in this process will be development of a baseline spend and validation of proposed savings. This implementation team, with assistance from the Department of Management, will need to develop proposed measures and targets and identify auditable data sources which will be used to measure the success of the consolidation/centralized model. The team will develop a plan to present the proposed measures, targets and data sources to the Governor and the legislature. Coordination with 7 separate program groups is essential.	
Risk	
Low	
Considerations	
Expected Outcome:	Clear and concise description of required changes, their benefits and the total cost to the state for implementation of recommendations.
Timeframe:	4-6 months
Cost:	$0/150 Hours

Cultural Impacts

- IT cost visibility within departmental budgets
- Competing priorities
- Lack of common definition or understanding of IT cost
- Departmental will resist relinquishing control and additional oversight
- Resource transfer issues
- Time reporting systems are difficult to accurately implement. Employee resistance to time reporting, inaccurate reporting, miscoding transactions, all increase as the complexity of accounting system expands
- Limiting exceptions

Centralized Procurement and Performance Based Partnering

Initiative

- Develop a plan to implement a **centralized IT procurement process** to maximize ROI across all departments and agencies when buying technology. This centralized approach ensures the procurement of product and services consistent with technology standards with the overall intent of reducing maintenance and support costs. Auditing of the total procurement spend for technology assets enables lifecycle asset management.

- Develop an implementation plan for a **performance based partnering strategy** based on the State's primary suppliers and vendors. A sourcing strategy establishes supplier partnering opportunities based on product and services as well as performance measures in order to gain cost savings, reduce the cost of IT business operations and control diverse spending on technology. A Performance Based Supplier Management program must be instituted across all EIP departments and agencies. This program will provide high leverage and cost savings both in the short and long term.

Team Mission Statement

The team's mission is to provide input and feedback for an implementation plan for:

a) A Central IT procurement process;
b) A Performance-Based partnering strategy; and a
c) Transition Strategy.

Our goal is an IT procurement process which maximizes ROI for citizens, departments, and clients.

Within changing external and internal environments, continually identify and promote opportunities to:

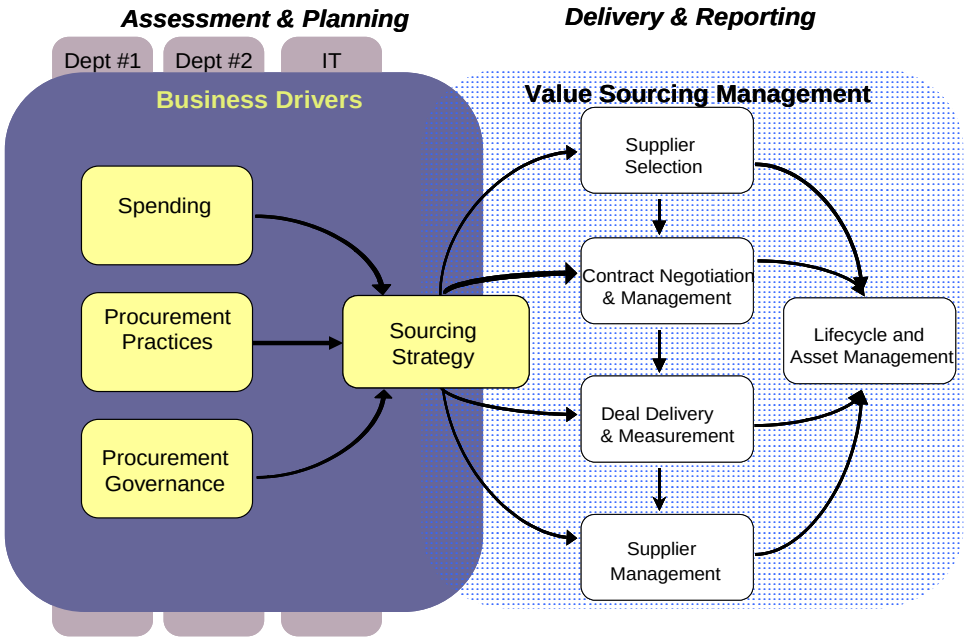
a) Procurement Process
– Leverage IT expenditures across all departments and agencies;
– Ensure standards are utilized reducing maintenance and support costs;
– Recognize the importance of Iowa's vendor community, including targeted small business program;
– Improve lifecycle asset management.

b) Performance-based partnering strategy
– Define vendor partnering relationships based on products, services, and quantified, reported performance measures;
– Encourage supplier involvement in driving added value for the State;
– Achieve cost savings in the short and long term.

c) Transition strategies and management.

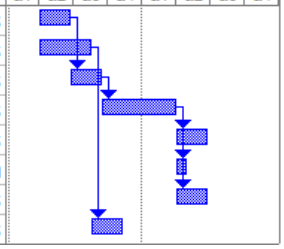
Sourcing Model

The EIP Final Report described a "sourcing framework" which considers the elements of a robust approach to 1) Assessment and Planning and 2) Delivery and Reporting Planning. The model served as a cornerstone of the team's efforts.



Activity Level Project Timeline

ID	Task Name	Duration
1	Recommend communications programs	3 mons
2	Conduct Spend Analysis	5 mons
3	Research best practices and draft model	3 mons
4	Correlate current practice and proposed model process	7 mons
5	Develop new processes	3 mons
6	Recommend performance management goals and reporting	1 mon
7	Recommend transition strategy	3 mons
8	Recommend a Performance-Based Partnering strategy	3 mons



Description of Activities

1. Recommend communications programs between agencies, ICN and DAS	
Description	
An effective, consistent, and continuous communication strategy is critical whenever 'change' is introduced. This activity assures that the broad spectrum of stakeholders is completely engaged in changes in process, practice, and roles / responsibilities resulting from implementing a Centralized IT Procurement Process.	
Risk	
None identified	
Considerations	
• Agency and enterprise business process and economic impacts, including enterprise system changes, legacy systems changes, and 'shadow' systems changes; • Service level impacts, performance measures and expectations (Service Level Agreements or "SLA's") • Cost projections • Problem escalation Transition approaches (e.g., grandfathering).	
Expected Outcome:	Documented plan including - at the least - target audiences, frequency of contact, 'type' of contact (face-to-face, memoranda, etc.)
Timeframe:	1 month;
Cost:	$0/Internal Hours 300

2. Conduct or provide input to a supplier spend analysis
Description
A Supplier Spending Analysis (periodically performed) is the means to quantify the number of suppliers providing product or services to a state or corporation. It seeks to identify those suppliers, to which business units (or agencies) those items are sold, and the total cost of those items. By conducting this analysis, procurement analysts will gain knowledge of Iowa's spending commitments, be able to form judgments regarding 'state-wide' efficiencies and leverage opportunities, and launch specific improvement initiatives.
Risk
This team assumes that DAS will conduct this assessment. Funding to conduct the assessment has not been requested.
Considerations
Expectations from the assessment include: • Data will be extracted from the Financial Management system(s); and • Categorized (by agency) into – at the least - funding source, supplier, hardware, software, telecommunications, staff augmentation and professional services; • Data regarding number of transactions, face value of each transaction, frequency of transaction (recurring, one-time, etc.) will be provided. It is expected that Iowa staff will review the data to assure comparability among agencies. Additionally, the effort includes review of existing contracts and license detail. ***Expected Outcome:*** Rolling 12 – 18 month reports with sufficient detail (after data is rationalized among agencies) to support a Performance-based partnering strategy; Documentation summarizing results of the reviews of existing contracts with observations and recommendations for 'next steps'. ***Timeframe:*** 3 months for the analysis and – overlapping – 3 months for review of contracts and licenses. ***Cost:*** $10,000 - $50,000 (3rd party) plus DAS Spending Analysis of $250,000. Internal Hours 1350 - 4000

3. Research best practices and draft model	
Description	
This activity researches best practices and the Model Procurement Code.	
Risk	
None identified	
Considerations	
• Develop and distribute a draft of a redesigned 'best practices' process; • Recommend scope (e.g., all suppliers with multi-agency sales, all single-agency suppliers with sales > $100k, etc.); • Understand roles and responsibilities of stakeholders*;* in the new processes, it is imperative to ensure that duplication of effort is not occurring and – conversely – crucial tasks are not forgotten. • Document levels and numbers of approvals; list the dollar thresholds and differences in approvals with requisitions within/outside of approved budgets; • Review implications of 'locating' the Central IT Process within ITE or as a specialty function within GSE, among other choices; • Recommend staff requirements (numbers, specialties, functions, knowledge, skills, and abilities, etc.); • Identify current performance measures and service commitments; • Review past initiatives (lessons learned); • Suggest changes to the Enterprise Procurement System (I/3).	
Expected Outcome:	A document describing the proposed new processes and approaches. The document should describe roles and responsibilities for all aspects of the purchasing function with the following categories of effort: Responsibility (does a task); Accountability (assures the task is conducted); Consultative (a subject matter expert); and Inform (this person is a stakeholder in the task) clearly depicting (by agency and by person) should be one outcome. Further, other considerations (identified above) and feedback from agencies should be documented and reflected so as to assure that the new processes are accurate, efficient and effective and that the specification reflects organizational, performance, and other components of the change.
Timeframe:	2 – 3 months
Cost:	$8,500 - $17,000 (3rd party) Internal Hours 600 - 1200

4. Correlate current practice and proposed model process	
Description	
Before changes are introduced into any process (such as integration), it is imperative to understand the current circumstance. By so doing, truly 'unique' items can be accommodated in the model and the transition strategy.	
Risk	
Availability of internal staff to conduct the activity	
Considerations	
• Refine the proposed processes based on feedback from agencies; • Apply Iowa best practices; • Specify how the process accommodates cash flow, when, how and what to buy and receive product, funding streams, and Non-State funding and requirements; • Design an interview instrument to capture: 1) Methodologies employed at the agencies (RFP, detailed spec writing, drawing against existing contracts); 2) current agency performance standards against goals and how reported; 3) Rule reviews; waiver processes; and grandfathering considerations; • Identify the Procurement resources in the agencies, their contract subject expertise (such as Microsoft office, Oracle, etc.) and how they divide IT and non-IT procurement responsibilities.	
Expected Outcome:	Documentation of practice and process for the identified functions.
Timeframe:	6 – 9 months
Cost:	$18,000 - $27,000 (3rd party) Internal Hours 6,750

5. Develop new processes.	
Description	
The "Centralized IT Procurement Process" is a new way of doing business for those in the agencies who approve, fund, spec, contract for, and/or requisition product and services. This activity constructs those processes and sets the stage for their use by the agencies and DAS.	
Risk	
None identified	
Considerations	
Develop, test, and pilot the new model	
Expected Outcome:	Process maps will be documented, available and reviewed periodically for currency. Process tasks will be defined and documented. Changes to rules and other standards will be described with documented plans to incorporate such changes. Appropriate documentation will be made available on Iowa's Intranet. A communications plan will describe the means by which the new processes are introduced to a given agency. The processes are accepted by agencies.
Timeframe:	3 months
Cost:	$10.000 - $20,000 Internal Hours 750 - 1,500

6. Recommend performance management goals and reporting	
Description	
As the new processes are established, a set of expectations (critical success factors, performance and production goals, etc.) must be articulated for both agencies and the Centralized IT Procurement process. These expectations and an effective means to report results should be made available to whichever oversight group may be appropriate for the Central IT Process.	
Risk	
Need real consequences for non-performance.	
Considerations	
• Identify the goals and measures to be reported and to whom • Identify the differences between current agency goals and measures and the proposed ones • Identify a means, frequency, and content by which hard dollar savings are reported to agencies • Identify the sources of data which will be used to generate performance measures	
Expected Outcome:	Current and expected performance goals; Sources of data to support performance identified. Documented (and auditable) hard dollar savings reported.
Timeframe:	1 month
Cost:	$0/Internal Hours 300

7. Recommend a strategy by which each agency transitions into the Central IT Process	
Description	
Changes of the magnitude contemplated with a Central IT Process must be carefully planned to assure continued, 'transparent' business support. This activity creates a project plan to accommodate the transition.	
Risk	
None identified	
Considerations	
• Establish the criteria suggesting the sequencing by which agencies transition to the new process • Consider the implications of existing contracts and cooperative agreements and create a strategy to address those implications • Evaluate cost savings opportunities and other business impacts • Estimate transition and migration costs and conduct a risk assessment (with mitigation strategies) • Recognize value of existing processes and resources • Review past practices and lessons learned • Build a transition project plan (Microsoft Project?), including a 'lessons learned' task following each transition	
Expected Outcome:	A documented transition plan will be developed which accommodates – at the least - the considerations noted above.
Timeframe:	3 months
Cost:	$10.000 - $50,000 (3rd party) Internal hours 1900

8. Recommend a Performance-Based Partnering Strategy

Description

Performance-based partnering strategies define supplier partnering opportunities based on product and services as well as observed (quantified) supplier performance. In order to gain cost savings, reduce cost of IT business operations and control diverse spending on technology, a Performance Based Supplier Management program must be instituted across all EIP departments and agencies. This program will maximize ROI, and, cost savings short and long term and establish performance measures and corrective action.

Risk

Possible systems changes to capture / report this data

Considerations

- Establish the scope and develop stratification criteria (e.g., 'commodity', 'preferred' & 'strategic' vendors, Iowa's targeted supplier base such as diversity, Iowa-based, etc)
- Notify suppliers of Iowa's intent to centralize
- Determine any linkage issues between Central IT Process and Federal funding and general accounting principles (GAAP) as they may pertain to instituting a partnering program
- Identify tracking requirements for I/3 – or other system(s) – to track this data
- Review prior efforts and lessons learned
- Review reciprocal agreements for data sharing, memorandums of understanding, etc.
- Review and estimate department cost impact

Expected Outcome:	Based on the Supplier Spending Analysis, Iowa's IT supplier community will be categorized as appropriate. This categorization will result in a documented plan to examine opportunities (priority, ROI, etc.)
Timeframe:	3 months
Cost:	$0/Internal Hours 1,000 - 1,500

Cultural Impacts

Conducting this planning stage of the EIP project has little to no risk. None have been identified to date for legislative or administrative rules concerns. Some of the identified activities, however, have cultural implication. They are summarized by the following paraphrased comments.

- It is important to align the expectations of different agencies and calm fears, particularly as the fears deal with job loss. This consideration can be mitigated by communications programs and Customer Councils, and establishing trust via performance;

- It is critical that there be a 'consequence' for non-performance (by a Centralized IT Procurement function) and non-compliance (by agencies). No mitigation strategy was suggested;

- There is a history of prior centralization efforts, and the agencies are sensitive both to previous efforts as well as to the feelings that the program requirements of their particular agencies have been minimized. This consideration is mitigated by performance and flexibility;

- This initiative will require significant commitments of time to gather data, participate in the activities, and gain consensus among the stakeholders in the agencies. The length of time estimated to complete these activities is predicated upon ready availability and commitment of necessary resources. No mitigation strategy was advanced.

Leverage Common Statewide Infrastructure

Initiative

Develop a timeline for leveraging common **statewide infrastructure** by utilizing the capabilities of ICN for network backbone, internet connectivity, network management, traffic management and application performance management. This positions the State's computing environment for long term value. It allows agencies to focus on core business needs rather than on defining technical infrastructure. Additional, this eliminates diffusion of technology and reduces Total Cost of Ownership (TCO).

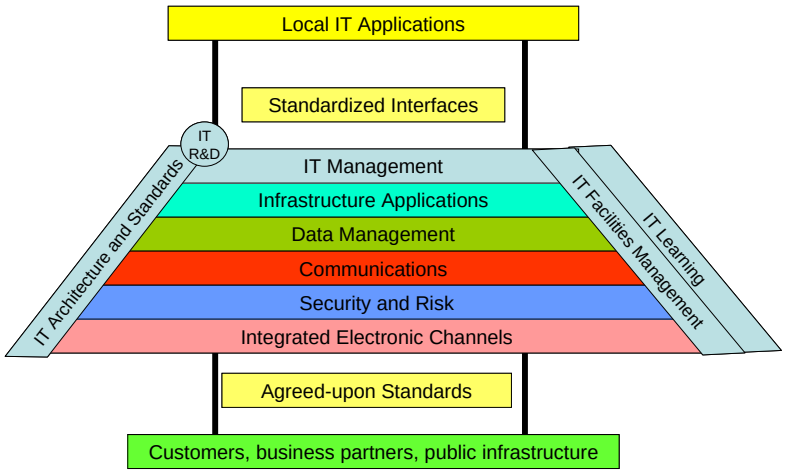
Team Mission Statement

The Infrastructure transition committee will offer input and feedback in the development of a timeline for leveraging common statewide infrastructure by utilizing the capabilities of ICN for network backbone, Internet connectivity, network management, traffic management and fault management. This positions the State's computing environment for long term value. It allows agencies to focus on core agency specific mission rather than on defining technical infrastructure. Additionally, this creates efficiencies in the use of technology and reduces Total Cost of Ownership.

Statewide Infrastructure Model

As part of the Common Infrastructure initiative, consolidation of Network Operations will focus on developing a statewide management structure to allow optimization of the departments' network and telecommunications technologies. This positions the State's computing environment for long-term value. Agencies are then allowed to focus on core business needs rather than on defining technical infrastructure. Finally, it eliminates diffusion of technology and reduces Total Cost of Ownership (TCO).

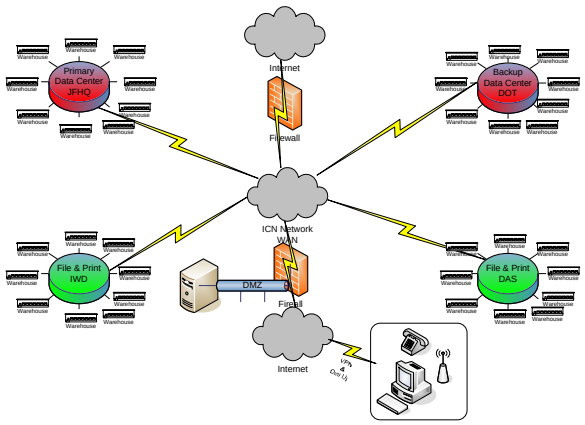
Technology Infrastructure



Source: Peter Weil, Mani Subramani, and Marianne Broadbent, "Building IT Infrastructure for Strategic Agility" MIT Sloan Management Review 44, no. 1 (Fall 2002): 57-65

A commonly shared technology infrastructure is at the core of the *Service Provider* model of governance that is being implemented by the EIP project.
In this model the state of Iowa's infrastructure provides a common set of functions needed by many departments that are not specific to individual environments. Functions such as data center operations and large-volume printing are managed as a part of a shared technology infrastructure. This is similar to utility services that are not appropriate for each agency to design and build-- custom networks, firewalls, messaging systems, etc. -- when fully featured and interoperable systems are available. These services must be highly reliable, cost effective, and serve as the foundation for agency mission applications.

Iowa currently has a robust, state owned network backbone in the Iowa Communications Network (ICN). The ICN network's leverage is to include all voice, video and data infrastructure through all communications medium, as appropriate within State and Federal regulations.



Training is a huge issue for the workforce. Planning on the migration of workers from their current positions, which may be quite broad in scope, to a more finite position is very important. Roles and responsibilities, succession planning and workforce development will be keys to successful, ongoing operations of the network infrastructure.

Activity Level Project Timeline

ID	Task Name	Duration	Predc
1	Communications Plan	1 mon	
2	Network Topology Plan	4 mons	
3	Legal Plan	3 mons	
4	Network Management Plan	5 mons	
5	Hardware Plan	3.5 mons	
6	Human Resource Plan	3 mons	
7	Customer Service Plan	3.5 mons	
8	Migration Plan	4.5 mons	2,4,5
9	Implementation Plan	3.5 mons	8

Description of Activities

1. Communications Plan	
Description	
Communications of effects for change management internally and externally—keeping all employees and agencies and customers and union informed on process and changes.	
Risk	
Creating this plan bears a low risk.	
Considerations	
When performing this activity the impact of administrative policy must be kept in mind. A consistent effort at communication is necessary. Representatives from different agencies and the union to develop the plan to disseminate information. Needs to work closely with Initiative 9: Culture team to ensure their issues are addressed in the communications plan.	
Expected Outcome:	A plan to effectively communicate the process and mitigate any cultural issues that may arise.
Timeframe:	1 Month to develop the plan
Cost:	$7,500 100 Hours

2. Network Topology Plan	
Description	
Design of the network—physical, logical and virtual	
Risk	
This activity bears a high risk because this is the basis of all other plans. Additionally, risk exists in customer service by having people working on this plan outside the normal job duties.	
Considerations	
It is important to consider the costs to implement the plan, as well as any legal codes that may come into play. Additionally, it is important to understand the business requirements, security, and citizen's needs. This is a living document and must keep in mind roles and responsibilities as well as inventory and standards compliance. Pulling IT staff from mission critical operations is a potentially large issue. It is necessary to continue to meet the needs of Iowa's citizens.	
Expected Outcome:	A strong plan for the network topology to architectural standards that is the baseline for all other planning functions in this initiative.
Timeframe:	3-5 Months to offer time for availability of personnel
Cost:	$112,500 - $150,000 for consulting to aid in development 3000 - 4500 Hours for core planning team consisting of departments with complex networks and technical input from agencies with less complexity.

3. Legal Plan	
Description	
Review of codes and regulations for Iowa, Common Carriage with FCC, Federal regulations/restrictions in departments, and guidelines for public vs. private information.	
Risk	
There is high risk for this activity to assure that all codes and regulations are met in the transformation.	
Considerations	
An area of consideration is potential employee caps that may be of issue. Many of the legal issues will be captured in architecture and funding groups and need to match.	
Expected Outcome:	This plan will result in a thorough understanding of the effects of the codes and regulations for Iowa, Common Carriage status with the FCC and other federal regulations and restrictions through the departments.
Timeframe:	3 Months
Cost:	$22,500 for hired telecommunications legal counsel. 50 Hours for executive sponsor and the Assistant Attorney General for telecommunications issues. 200 Hours for gathering of departmental legal issues and attorney hours.

4. Network Management Plan	
Description	
A plan for the management of fault/traffic/change/performance/inventory/circuit contracting/intrusion detection/security/application monitoring/equipment contract management/reporting/NOC.	
Risk	
This plan bears moderate risk due to pulling people from other areas to complete this activity.	
Considerations	
Costs and regulations must be considered in the development of this plan. Some departments will be paying for new services that are outside their normal budget. Additionally, security and privacy must be kept in mind. This will be the face of the network to the customer. Customer relations are at stake every call. Interdependence on policy writing with the architecture team.	
Expected Outcome:	This plan will result in a strategic plan for the delivery of identified management services to the agencies.
Timeframe:	4 - 6 Months
Cost:	$135,000 - $225,000 for consulting 3600 - 5400 hours for core team internally and agency input for planning the design of the network management plan.

5. Hardware Plan	
Description	
Identification and determination of hardware requirements in conjunction with architecture standards to meet the network topology plan to support business requirements to the executive branch.	
Risk	
This plan has relatively low risk.	
Considerations	
The activity must keep in mind cost and regulations while developing the plan. Meeting the architectural standards for hardware may create a need for employee re-skilling. Additionally, there is interdependency with the architecture, procurement and data center teams.	
Expected Outcome:	This activity will result in a selection of hardware standards to meet the architecture and business requirements.
Timeframe:	3 – 4 Months
Cost:	$50,000 for consulting facilitation and guidance 1000 – 1200 Hours

6. Human Resource Plan	
Description	
Plan for personnel job descriptions/reporting structures/training/skills/re-skill/performance evaluations and standards/pay structure.	
Risk	
There is a high risk to this plan as it directly impacts the key resources in technology—the personnel.	
Considerations	
There must be adequate funding for training as the personnel will be undergoing functional changes. It is imperative to plan for this training in conjunction with the union. The new positions will require a narrower, deeper knowledge and technical skill set as opposed to the current breadth. DAS-HRE will be a key partner in this effort. This will need to be intimately involved in the communications plan. Additionally, the high rate of expected retirement within Iowa State government exposes a need for succession planning. It is important to understand what jobs and skill levels to which people are currently performing comparing to what jobs and skill levels are required. Some individuals have multiple functions.	
Expected Outcome:	The outcome of this activity will be a fully planned framework for all the personnel affected by the change.
Timeframe:	3 Months
Cost:	$18,750 for consulting facilitation 400 Hours for a core team from DAS-HRE 250 Hours for agency and union representation in addition to the change management.

7. Customer Service Plan	
Description	
Defining Service Level Agreements and execution of network services and pricing and support—communication of services/sales/marketing—service delivery standards.	
Risk	
High risk exists in the execution of this activity in defining the levels of service to the departments and assuring these service levels meet or exceed the agency requirements. Coordination with the accounting of costs needs to be done with the IT funding team while keeping in mind the implications of ICN's primary customers. There is a major source of confidentiality with this activity as it comes to pricing and the non-disclosure of final costs.	
Considerations	
Things to keep in mind while performing this activity are the need for a service catalog, pricing of services, processes for delivering services and the actual delivery of the service must offer the agencies a value to their business.	
Expected Outcome:	This activity will result in a defined plan for service, pricing and delivery.
Timeframe:	3 - 4 Months
Cost:	$150,000 consulting 500 Hours

8. Migration Plan	
Description	
Definition of timeframe and tactical migration from current state to future state—design stage of actual implementation.	
Risk	
There is a moderate risk with this activity as the migration plan is vital to the technology availability to the end users.	
Considerations	
The legislature needs to be communicated with regarding this plan. The topology and hardware plans need to be continually revisited to assure the technology continues to be viable. Business requirements are vital to this plan. Finally, in addition to this activity being dependent on previous activities output, it is also dependent on the architecture and enterprise portfolio management office for standards and implementation. This step can be extremely complex to understand what the customer service level requirements are for the transition and time is well spent on this step. While the agency is often considered the customer, the true customer is the citizen trying to transact business with the agency.	
Expected Outcome:	An actionable plan for migrating from the current state to the future state for infrastructure leverage will be the outcome of this activity.
Timeframe:	4 -5 Months
Cost:	$150,000 - $200,000 Consulting 4000 - 6000 Hours for core planning team and stakeholder input.

9. Implementation Plan	
Description	
Tactical planning of executing the migration plan.	
Risk	
This activity bears high risk due to the impact on department business. Maintaining a business requirements framework in the plan is vital to overcoming this risk.	
Considerations	
The key considerations in the successful completion of this activity remain adequate funding and human resource participation. Successfully working with the architecture, data center and EPfMO teams are essential. This plan goes over the entire evolution of the migration to the new topology and this plan is a constantly evolving as the implementation takes place over time. Additionally, business requirements need to be taken into account are also subject to change over the course of the implementation. The plan should be updated regularly through the course of the implementation, reviewing business requirements and business drivers affecting the process. Detail planning to be done for the first six months and framework plans for the entire migration plan. Additional hours will be required after the initial implementation for ongoing maintenance of the plan to meet the identified requirements. These additional hours may be equal to or greater than the initial hours identified. Responsibility for the plan update needs to be identified as people will be potentially moving and changing.	
Expected Outcome:	The outcome for this activity is the tactical plan for the execution of the migration plan.
Timeframe:	3-4 Months for initial plan
Cost:	$25,000 consulting facilitation 1000 - 1200 Hours not inclusive of plan maintenance over the course of the entire implementation.

Cultural Impacts

- Small agency division of duties vs. dedicated staff in larger agencies
- Dual functions in the field
- Can lose good people if you fail to communicate/morale/productivity
- Must keep people in mind
- Change management
- Specialization of job functions—many individuals have breadth of knowledge and the new organization will potentially require more depth of knowledge. Training and skill enhancement is a necessary consideration.
- Constant communication to customer base to keep customer part of organization/change management and communication
- Business practices—always have done it a particular way
- People availability to meet business/job requirements while spending the identified number of hours to accomplish these plans
- Communication process to the citizens who do transactions with the State.
- Inter-functional communications needs to be emphasized as the migration of all initiatives moves forward. The communication and relationships between these functions is important to maintaining a high level of customer service.
- Current asset inclusion in new infrastructure, for example DOT's new phone switches.

Data Center Consolidation

Initiative

Based on the Coeur report of December 1, 2004, this team was tasked to map the following initiative:

Map a timeline for taking advantage of a **Data Center Consolidation**— facilities, servers, midrange equipment, etc., consolidating all servers into a "virtual" server farm, reducing servers from the State's inventory and making corresponding reductions to agency and IT/ITE server administration labor. Consolidation allows higher levels of security and business continuity/disaster recovery, lower labor costs in management of data centers and lower facility costs.

Team Mission Statement

The Data Center Consolidation planning team will create a ***design plan*** and timeline to analyze an evolutionary phased-in approach to data center consolidation, taking into account the impact on service levels, business models and Return on Investment (ROI).

Data Center Model

The fast pace of business requires organizations, both public and private to embrace new ideas, initiatives and technologies to reduce costs and improve business processes. Among these are:

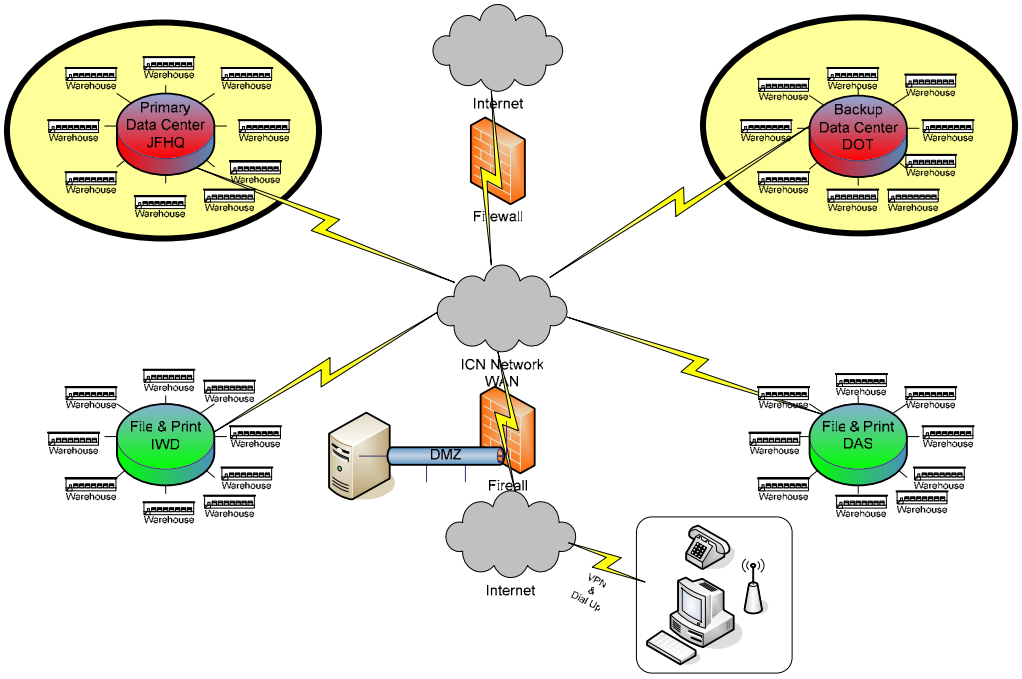
- On-demand computing, where computing resources are provided and consumed on an as-needed basis.
- Autonomic computing, where technology resources are built to be self-managing and self-healing.
- Grid computing, where unused computing resources across an enterprise or among agencies are tapped to meet changing needs for processing power.
- Virtualization, where storage, computing power and network services are provided as pools of resources to be drawn upon as needed. With virtualization, a collection of devices, say, storage systems, appears to be a single, easily accessible resource.

Enabling a computing environment to transition to these and other new technologies is a never-ending process of change. Business strategies will drive the development of enterprise technology solutions, which can be a complex equation. Further, many business-specific legacy applications may compete with these initiatives.

As in earlier major transitions in the technology industry, a quiet evolution generated by the marketplace will support a new technology infrastructure and provide considerable leverage with potential application suppliers. As application suppliers are keenly aware, the new enterprise technology evolution will provide an opportunity to shift loyalty and change the State's spending patterns. Simply put, no vendor- no matter how entrenched- has a lock on State business.

The Data Center Consolidation initiative from the Coeur report, diagrammed below, calls for the conversion of the ITE and IWD Data Centers to File and Print facilities, and the build-out of the JFHQ facility as the State's primary state data center. The existing DOT data center will continue as DOT's primary data center and will serve as JFHQ's backup.

This model may be modified as design and planning proceed, taking into account the impact on service levels, business models and Return on Investment (ROI).



Activity Level Project Timeline

The timeline for creating the design plan shown below assumes a start date in the February, 2005 and ending in December, 2005. The tasks can be accomplished in parallel and are not sequential. An implementation plan will be developed in the next phase.

ID	Task Name	Duration
59	Design a plan to gather information to Identify current state	3.75 mons
60	Design a plan to gather information to review agency strategic needs	4 mons
61	Design a plan to gather information to develop agency considerations and business process effects	5 mons
62	Design a plan to aggregate and analyze Agency information to create an Enterprise Consolidation Plan	7 mons

Description of Activities

1. Design a plan to gather information to Identify current state.
Description
Design the plan and tools to create a picture of the Enterprise's current mainframe, midrange and server computing environments, taking into account hardware and software assets, personnel, operational and management processes and inter- and intra-agency relationships. The design plan must address the following: • An inventory of business applications (business requirements & capacity planning). • An inventory of current projects (business and IT enhancements/upgrades). • An Asset Management Program. • Current agency performance requirements. • Current business to business processes. • Current performance measures, scorecards and results documents. • Current privacy/security requirements. • A portfolio of Service Level Agreements. • Current User information. • Current operational procedures. • Current Spend by funding source. • Current interagency reciprocal data sharing agreements.
Risk
• Incomplete identification of servers, applications and system utilities. • Incomplete documentation to support business-to-business processes, transition and consolidation activities. • Inadequate allocation of time and funding to accomplish consolidation.
Considerations
• What (make, model, OS, processor, software, operating procedures, versioning, application tools) • Configurations and customizations • Leased/purchased • Business requirements for services and life cycle plans. • Funding sources for asset, usage restrictions • Contract/vendor information • Data storage needs • Asset Location (Staff, Software and Hardware) • Facilities inventories Consider ownership and application restrictions on existing equipment and applications. Business requirements for services and life cycle plans. Create a set of common input documents and a change management process.
Expected Outcome: A design plan to create a point-in-time picture of the Enterprise's current mainframe, midrange and server computing environments.

Timeframe:	3 Months
Cost:	Incremental cost: $65,000 Internal hours: 3,250 - 5,200 hours

2. Design a plan to gather information to review agency strategic needs.
Description
Design the plan and tools to create a picture of the Enterprise's planned mainframe, midrange and server computing resources, technology, capacity and availability. Document, and define where needed, processes for the identification and development of these initiatives. The design plan must address the following: • Upcoming projects (business and IT enhancements/upgrades). • Strategic business to business processes. • Identification of the "new" core business / technology and how to source. • Planned agency performance requirements. • Planned privacy/security requirements and project future needs. • Planned User information.
Risk
Improper execution resulting in misalignment of infrastructure with business needs. Lack of full internal business partner participation resulting in significant cost for the enterprise.
Considerations
The identification of agency strategic business directions and goals are critical in driving Enterprise IT service needs. Enterprise business leadership and participation are therefore required to inform IT plans.
Expected Outcome: A design plan to create a picture of the Enterprise's planned mainframe, midrange and server computing resources, technology, capacity and availability.
Timeframe: 4 – 5 Months
Cost: Incremental cost: $42,500 Internal hours: 1,700-3,000 hours

3. Design a plan to gather information to develop agency considerations and business process effects.

Description

Design plans and tools for assessing the impact of the data center consolidation on the entire computing environment. All plans should include: current, strategic, transitional, business impacts, financial and fund source requirements.

- Hardware Plan
- Software Plan
- Business Applications Plan
- Statewide Facilities Plan
- Connectivity and Traffic Plan
- Human Resource Plan
- Communications Plan
- Security Plan
- Business Requirements/Impact Plan
- Agency Transition/Migration Plan
- Financial/ROI/Spend Plan
- Performance Management and Auditing Plan
- Disaster Recovery/Business Continuity Plan
- Data Management Plan

Risk

Enterprise business leadership and IT participation are required for informed IT planning.
Staff availability during this planning phase.
Impact on current and new initiatives.
Non-participation from AFSCME.

Considerations

Federal Requirements, (program, funding, usage, ownership)
Funding sources
Iowa Code citations – someone will need to assess and provide recommendations/options
Administrative rules
Voluntary or mandatory or partnership participation
Business relationships
User service levels
Union participation/ collective bargaining
Business partner contractual requirements
Hardware and Software replacement cycle, including funding
Transition/migration costs
Cost affordable service offerings/packages and rates
Detailed cost analysis of equipment and facilities:

- Fully build out facility options, to include accessibility and feasibility
- Leases/buyouts
- Relocation (staff, equipment, connectivity, traffic application performance)
- Vacate current locations

- Reuse of equipment
- Business service impact
- Develop service offerings/packages and rates

Expected Outcome:	Design plan to create blueprints and roadmaps for developing the implementation plan of the data center consolidation on the Enterprise computing environment.
Timeframe:	4 - 5 Months
Cost:	Incremental cost: $75,000-$125,000 Internal hours: 4,000 to 6,000 hours

4. Design a plan to aggregate and analyze Agency information to create an Enterprise Consolidation Plan
Description
Design a plan and tools to aggregate and analyze agency information into an Enterprise Consolidation Plan. All plans should include: current, strategic, transitional, business impacts, financial and fund source requirements. Identify processes to aggregate and analyze agency data to create a phased evolutionary implementation. Identify tools to maintain, update, and support enterprise planning needs. • Hardware Plan • Software Plan • Business Applications Plan • Statewide Facilities Plan • Connectivity and Traffic Plan • Human Resource Plan • Communications Plan • Security Plan • Business Requirements/Impact Plan • Agency Transition/Migration Plan • Financial/ROI/Spend Plan • Performance Management and Auditing Plan • Disaster Recovery/Business Continuity Plan • Data Management Plan
Risk
Enterprise business leadership and IT participation are required for informed IT planning. Staff availability during this planning phase. Impact on current and new initiatives. Non-participation from AFSCME. Dependency on Activity 1, 2 and 3. Full and adequate understanding of the complexities and interdependencies of consolidating equipment from 100+ data center/server locations (it is not <u>just</u> moving equipment). Impact on remote office service levels for state employees and constituents.
Considerations
Federal Requirements, (program, funding, usage, ownership) Funding sources Iowa Code citations – someone will need to assess and provide recommendations/options Administrative rules Voluntary or mandatory or partnership participation Business relationships User service levels Union participation/ collective bargaining Business partner contractual requirements Hardware and Software replacement cycle, including funding Transition/migration costs

Cost affordable service offerings/packages and rates
Detailed cost analysis of equipment and facilities:

- Fully build out facility options, to include accessibility and feasibility
- Leases/buyouts
- Relocation (staff, equipment, connectivity, traffic application performance)
- Vacate current locations
- Reuse of equipment
- Business service impact
- Develop service offerings/packages and rates

Appropriate consideration for connectivity requirements.
Ensure that decision-makers are well-informed on agency impacts and service delivery.
Assumes that the State CIO, Governance Council, Architecture Review Council are in place and that key decisions have been made with regard to infrastructure, architecture, networking, strategic goals for implementation, culture and funding.

Expected Outcome:	Design plan to assess and analyze data to create blueprints and roadmaps for developing the implementation plan of the data center consolidation on the Enterprise computing environment.
Timeframe:	5-9 Months
Cost:	Incremental cost: $100,000 - $150,000 Internal hours: 3,000 to 5,000 hours

5. Collect and analyze data to create an Enterprise implementation consolidation plan.
Description

Collect and analyze data from activities 1, 2 and 3, & 4, to create an Enterprise Consolidation Implementation Plan.
• Identify "Business Relationship Managers" to develop program policy, strategic and tactical plans.
• Identify vendor relationship managers to define performance expectations and development performance measures; manage vendor contractors.
• Identify project managers for the transition.
• Develop a Business Partners Communications Plan.
• Conduct a detailed cost analysis to:
  o Develop a prioritization methodology and implementation plan.
  o Develop performance measures, scorecards and results documents.
  o Develop portfolio of Service Level Agreements.
• Establish a problem reporting process and trouble ticket system.
• Establish PMO for the transition.
• Identify and document planned operational procedures.
• Develop a Constituencies Communications Plan.
• Establish and implement performance monitoring tools, document results and link to applicable Service Level Agreements.
• Establish an enterprise sourcing program.
• Develop new network standards and topology, including data center connectivity, NOC administration and remote management.
• Develop transition plan for providing interim services.
• Develop equipment redirection and retirement plans.
• Develop a detailed move plan.
• Develop a service continuity and contingency plan.

Risk
Dependency on Activity 1, 2, 3 and 4. Full and adequate understanding of the complexities and interdependencies of consolidating equipment from 100+ data center/server locations (it is not <u>just</u> moving equipment). Impact on remote office service levels for state employees and constituents.
Considerations
Appropriate consideration for connectivity requirements. Ensure that decision-makers are well-informed on agency impacts and service delivery. Assumes that the State CIO, Governance Council, Architecture Review Council are in place and that key decisions have been made with regard to infrastructure, architecture, networking, strategic goals for implementation, culture and funding.

Expected Outcome:	The next phase is a task-specific implementation plan for the data center consolidation.
Timeframe:	TBD
Cost:	Incremental cost: TBD Internal hours: TBD

6. Implement and continually review and audit service and financial impact.	
Description	
Implement the Data Center Consolidation and ensure continuity of service to internal customers and the Enterprise's constituents before, during and after the consolidation. • Implement the consolidation. • Monitor and revise plan as necessary. • Review and revise Constituencies Communications Plan as necessary. • Review performance measures, scorecards and results documents. • Review portfolio of Service Level Agreements. • Ensure that Disaster Recovery and Business Continuity processes and procedures are in place and effective: • Establish and implement performance monitoring tools, document results and link to applicable Service Level Agreements.	
Risk	
Moderate	
Considerations	
Architecture/Security/Personnel	
Expected Outcome:	A phased-in evolutionary consolidation of data centers.
Timeframe:	TBD
Cost (000's):	Incremental cost: TBD Internal hours: TBD

Cultural Impact

- Shift in service delivery methods will be provided.
- Change or develop new business and technical processes.
- Method of requesting services will change.
- Timeframe for providing services could change.
- Cost of services could change.
- Potential staffing changes.

Lifecycle Management

Initiative

Document a format for establishing a move to a highly **standardized statewide desktop environment** in order to initiate a "Lifecycle" Program to replace and cascade 1/5 of the desktops each year with a centralized focus of procurement and vendor relationship management functions managing the replacement cycles. Additionally, a 3-7 year cycle on all servers may follow the same process. Lifecycle program improves State purchasing power and license management. It enhances information sharing and staff productivity via common and current PC tools. Promote basic IT service provisioning as a "utility" across the State. Utilize expertise in vendor management and supplier scorecards to gain value from purchases.

Team Mission Statement

The Desktop Lifecycle Management transition committee will offer input and feedback for establishing and implementing a statewide standardized desktop environment and lifecycle (Acquisition, Deployment, Management & Support, Retirement) program; and defining a cycle for acquisition and retirement of servers. The State of Iowa and its customers will benefit from a standardized approach to desktop lifecycle. A lifecycle program will improve State purchasing power and license management.

Lifecycle Management Model

The Desktop Lifecycle Standards Teams' primary focus was to explore the requirements needed to develop comprehensive plans for the four identified key elements of desktop management. Those four key elements were Acquisition, Deployment, Support, and Retirement/Disposal. The Description of Activities identified in the following section will help to implement a series of ongoing processes for the four key elements as previously indicated.

For several years, departments and agencies have had the authority and flexibility to create and adopt standards and processes that conform to their specific ways of conducting business. As the planning moves forward, it will be critical to understand the specific requirements department and agencies currently adhere to when maintaining their own hardware. Understanding the diversity that exists between departments and

agencies in each of the four key elements will be a critical step towards establishing a comprehensive lifecycle management plan that all Executive Branch agencies can adopt.

In order to further establish standardized plans for lifecycle management, procedures must be created to identify and document current equipment inventories for each department and agency. In addition, assessment of current policies and practices, current and future business needs, and understanding the departmental and agency support services needs are all crucial to the success of this planning initiative.

An additional component to planning for lifecycle management should include procedures to evaluate the purchasing practices of each department and agency. These procedures must include ways to determine what responsibilities the vendors have and what responsibilities the departments and agencies have in relation to each of the four key elements. In the past, departments and agencies have been given the fiscal responsibility to purchase hardware that is within their budget and meets the needs of their business. The same is true for procuring and managing software licensing, lease contracts, maintenance contracts and support agreements. Making use of vendor scorecards and maximizing technology dollars should allow for better vendor IT service, support, and accountability across the enterprise.

With the ongoing introduction of new technology and the vast changes to existing technology that occurs every year, this desktop lifecycle process should help alleviate the problem of having to use obsolete equipment that many departments and agencies cannot afford to replace today.

Considering all the variances, planning for this initiative needs to be done in collaboration with all departments and agencies. In addition, collaboration must also occur with the other planning and implementation teams (e.g. IT Procurement and Architecture) as several implementation steps are dependent upon what the other teams have incorporated in their Description of Activities.

When we consider a full Lifecycle process we must also consider one of the precepts is Total Cost of Ownership (TCO). In that light we define the 4 individual and linked cycles as; Acquisition, Deployment, Management & Support and Retirement/Disposal.

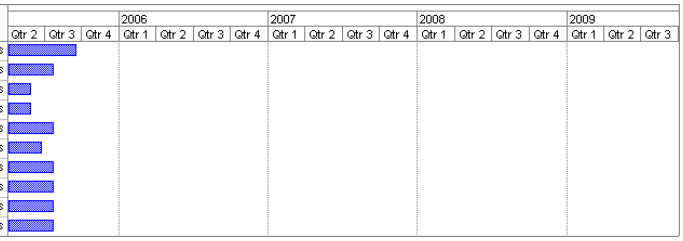
The Lifecycle components can be further described as:

- Pre-purchase Needs/Assessment and Planning **(Acquisition)**
- Installation/Retrofitting/Setup/Configuration/Validation **(Deployment)**
- Warranty/Service Level Agreements/Maintenance Contracts **(Support)**
- End-of-Life Usage/Phase out/Replacement **(Retirement/Disposal)**

In summary, the four Lifecycle components apply to desktop devices while only Acquisition and Retirement/Disposal apply to servers. Deployment and Support of servers will be managed by other initiatives.

Activity Level Project Timeline

ID	Task Name	Duration
1	Identify Current Equipment	6 mons
2	Identify Replacement Lifecycle (Time Period) Implications	4 mons
3	Define Acquisition Process	2 mons
4	Define Deployment Process	2 mons
5	Define License Management Policy	4 mons
6	Define Vendor Evaluation Criteria	3 mons
7	Define Desktop Standard - Driven by Business Needs	4 mons
8	Define Support Structure	4 mons
9	Define Support Function	4 mons
10	Define Retirement/Disposal Plan	4 mons



Description of Activities

1. Identify Current Equipment	
Description	
One of the steps necessary is accurate collection of current assets. A series of steps outlining the approach will minimize the effort as will a current database, if available. The collection will entail input from all organizations.	
Risk	
Low	
Considerations	
Administrative: Common repository. Workload. Communication. Staff augmentation cost. Types of hardware and configurations, determining asset management and review of inventories Dependencies: Network initiative	
Expected Outcome:	Accurate inventory can effectively reduce cost.
Timeframe:	3 –6 months
Cost:	Incremental Costs: none—all in procurement

2. Identify Replacement Lifecycle (Time Period) Implications	
Description	
It is important to determine the cycle within which desktop devices will be ordered.	
Risk	
Medium	
Considerations	
Administrative: Funding streams. Availability of personnel. Timing – fiscal year considerations. Review lease purchase vs. buying (costs, contracts), schedule acquisition and inventory current agency practices.	
Expected Outcome:	Improved budget planning. Establishing a Lifecycle is important for internal organizations as well as potential vendors.
Timeframe:	2 – 4 months
Cost:	Incremental Costs: 10K - 20K Internal Hours: 350-500 staff hours

3. Define Acquisition Process	
Description	
A detailed process for acquiring product.	
Risk	
High	
Considerations	
Legislative: Potential code issues. (Seek waiver/process falls within code) Administrative: Prioritization of staff involved in project. ADA 508. Review lease purchase vs. buying (costs, contracts), vendor acquisition list, determine PC build/roles/ business need (configuration), request free options, "hot spare" and training from vendors Dependencies: Funding initiative.	
Expected Outcome:	A planned process to simplify ordering. Minimize time for order and delivery, reflect standards, and improve purchasing power.
Timeframe:	1 – 2 months
Cost:	Incremental Costs: None—all in procurement

4. Define Deployment process	
Description	
A defined process will shorten the time to deliver and install equipment. It will outline responsibilities of the delivering organization. It will define timeframes for delivery and setup.	
Risk	
High	
Considerations	
Legislative: Identify issues and ensure compliance. (Government regulations, security) Administrative: Schedule deployment, determine security requirements, determine vendor and agency responsibilities for deployment and consider organizational preferences. Dependencies: Network initiative.	
Expected Outcome:	Simplify the process by creating standards. Shorten the time to deliver and install equipment.
Timeframe:	1 – 2 months
Cost:	Incremental Costs: 10K – 30K Internal Hours: 250-300 staff hours

5. Define license management policy	
Description	
This process will eliminate unnecessary duplication of software products and licenses. It will also identify products that are not State approved so that they can be eliminated.	
Risk	
Medium	
Considerations	
Legislative: TSB vendors. Administrative: Licensing compliance. Potential mandate or management support for implementation, determine current agency delivery preferences, inventory current products and review security requirements.	
Expected Outcome:	Reduction in cost by eliminating unnecessary products.
Timeframe:	2 – 4 months
Cost:	Incremental Costs: 10K – 30K Internal Hours: 350-500 staff hours

6. Define Vendor evaluation criteria	
Description	
Develop measurements to assess vendor performance for selection and retention.	
Risk	
Medium	
Considerations	
Administrative: Consider current ITQ, determine vendor responsibilities including quality of service, SLA's, tools and maintenance contracts, compare to industry benchmarks and determine current agency preferences Dependencies: Procurement and legal	
Expected Outcome:	Improved vendor relationship through regular communications. Maximize the value vendors add to the state. Make informed decision.
Timeframe:	1 – 3 months
Cost:	Incremental Costs: None—part of procurement

7. Define Desktop Standard – Driven by Business Needs	
Description	
Developing standards for hardware and software configurations aligned with business requirements in compliance with architecture.	
Risk	
High	
Considerations	
Administrative: Organizational/Business Program needs. Current technology limitations. (Legacy vs. current) Technology driven requirements. (ADA), types of hardware and configuration, determine security requirements, define administrator, inventory current agency practices, develop policy of non-state owned equipment (PDAs, PC, etc.) and incorporate change management. Dependencies: Security. Architecture initiative.	
Expected Outcome:	Reduced total cost of ownership. Simplify ordering of equipment. Increased security. Operational efficiencies.
Timeframe:	2 – 4 months
Cost:	Incremental Costs: None—part of procurement

8. Define Support Structure	
Description	
Define the functional models and responsibilities to support the desktop environment, including desktop support and help desk. (See Implementation Planning initiatives Architecture, Infrastructure, and Culture)	
Risk	
Medium	
Considerations	
Dependencies: This has been defined as a responsibility of the Architecture team.	
Expected Outcome:	Defines where to go for services (WHO! WHERE! HOW!)
Timeframe:	2 – 4 months
Cost:	Incremental Costs: 0 Internal Hours: 0 staff hours

9. Define Support Function (What)	
Description	
Define the roles and responsibilities for supporting the desktop environment.	
Risk	
High	
Considerations	
Administrative: Business needs, geography, funding and cost allocation, determine vendor and agency responsibilities for support and include IT training for staff. Dependencies: Initiatives 2, 5, 9.	
Expected Outcome:	Communicate clearly defined service expectations.
Timeframe:	1 – 4 months
Cost:	Incremental Costs: 15K – 50K Internal Hours: 250-600 staff hours

10. Define Retirement / Disposal Plan	
Description	
Define parameters/process that will determine how the state will recycle or dispose of equipment.	
Risk	
Medium	
Considerations	
Legislative: Investigate codes. Administrative: Review current procedures, eliminate costs at end of life/return issues and include ISO input to policy. Service level agreements. Dependencies: Security. Lease vs. purchase. Cascading procedures.	
Expected Outcome:	Potential cost savings through re-distribution or planned obsolescence. Reduce security concerns/risks.
Timeframe:	1 – 4 months
Cost:	Incremental Costs: 10K – 25K Internal Hours: 150-250 staff hours

Cultural Impacts

- Timeliness or lack of input from user community.
- Potential job delays due to assignment to workshops.
- Configuration differences from current configurations.
- Diverse SW requirements for agencies.
- Non-state approved SW installed on desktop devices.
- Control and trust of vendors.
- Current agency practices versus new requirements.
- Determine mechanism to handle exceptions.
- Inventory current agency practices.
- Determine agency delivery preferences.
- Communication.
- Business knowledge (department specific) (becomes impersonal)

Application Inventory and Consolidation

Initiative

Establish a strategy for conducting and maintaining an enterprise application inventory and collecting information that will assist in the development of a consolidated enterprise application matrix. The matrix will facilitate the creation of an enterprise application entity relationship diagram that will identify duplicate and/or obsolete resources that could be consolidated or eliminated. Short and long term savings should be realized in support cost of hardware, software, maintenance fees, license fees, and management support.

Team Mission Statement

The Application Transition Implementation and Migration Project Team will determine the activities necessary to:

1. Conduct and maintain an enterprise application inventory
2. Collect information that will assist in the development of a consolidated enterprise application matrix
3. Create an enterprise application entity relationship diagram

Applications Model

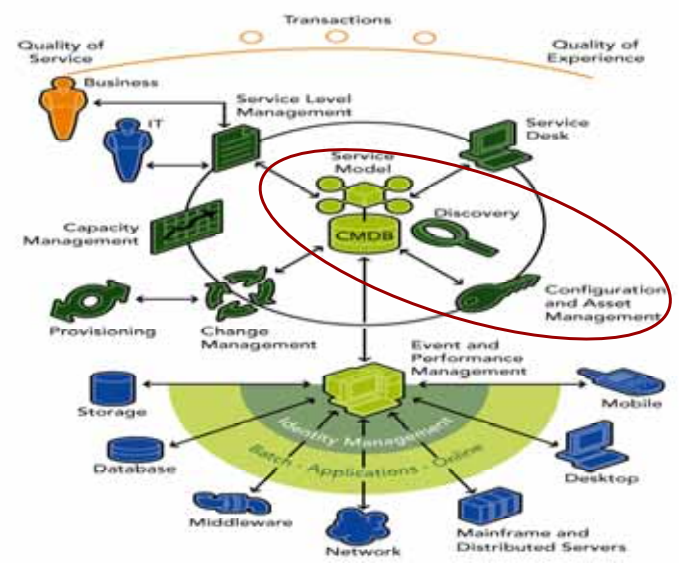
Maximize the business value of IT applications inventory

Establishing and maintaining an enterprise application inventory, consolidated enterprise matrix and enterprise application entity relationship diagram (hereafter referred to as application asset management) enables you to locate, categorize and manage the lifecycle of all application related assets in the IT infrastructure to better support business operations and initiatives.

Achieve best-practices in Application Asset Management

- Define implementation milestones that provide measurable benefits.
- Identify a suite of tools that could automate certain elements, configurations and relationship discovery process, which also captures associated lifecycle, contractual and financial controls and constraints.
- Identify areas that will result in an increase in ROI through improved IT application control, including redistribution of surplus assets, elimination of manual processes and reduction of costs.

- Maintain detailed asset information to better allocate resources for current and future business needs which enables:
    - Capture of data about assets you already have in place
    - Reconciling interrelated asset data in a centralized repository
    - Automating workflows for best-practice lifecycle, contractual and financial controls
- Develop an implementation plan to populate an open application configuration management database (CMDB) that can accept input and reconcile data from multiple sources, as well as integrate with other IT processes.



The preceding figure represents a model showing the interdependencies in supporting Customer Service, Services Level Management, Change Management, Configuration Management, and Capacity Management. These interdependencies can be supported through the Planning, Design, Implementation and Management phases for enterprise applications. Creation and maintenance of an enterprise-wide application configuration management database (CMDB) supports all aspects to properly enable a comprehensive business support process.

Activity Level Project Timeline

ID	Task Name	Duration	Pred
1	**Application Inventory and Consolidation Plan**	**140 days**	
2	Identify Current State	1.5 mons	
3	Business Requirements Gatherings	2.5 mons	2
4	Technical Requirements Gathering	2.5 mons	2
5	Plan for Future State Consolidation	1.5 mons	4

Description of Activities

1. Identify current state	
Description	
This activity is the identification and the definition of roles associated with the current state of applications throughout the enterprise.	
Risk	
Low risk to this activity because you are not impacting data or systems.	
Considerations	
Appropriation of funds, required while obtaining the necessary agency commitment to time and resources, is vital to accomplishing this activity. Care needs to be taken to minimize staff burnout. This process should be facilitated by a seasoned leader (or consultant) with experience in this area that will come to the table with a basic plan of action and a list of "best practices" to streamline the process. The choice of the tool selected to maintain the data is dependent upon the applications domain criteria defined by the architecture team. Tasks to be considered: • Agencies will need to be directed to populate the existing EIP study inventory completed in 2004 with applications added since FY03 as a starting point. • The planning team must build on the existing definition of what an "application" is (as provided in the EIP study) and develop inventory standards. • Determine data elements that need to be collected regarding each application. • Every application, as defined, must be included in the collective database. • Identify available tools and options for conducting and maintaining the inventory. The chosen tools should accommodate data collected for each application as identified in the inventory standards. • Deliver communications plan to agencies regarding inventory.	
Expected Outcome:	The expected outcome of this activity is a clear set of defined roles and responsibilities of the overall applications inventory parameters.
Timeframe:	1 – 2 months
Cost:	$8,500 -$12,750 Consulting assistance in the form of targeted advice on tools and possibly as facilitator, if no internal leadership is available or identified. (The other work can be done without a consultant.) 2000 Hours

2. Business Requirements Gathering	
Description	
This activity encompasses the business requirements for applications, the interoperability of the applications, and the links to the agencies' strategic plans and the impact of federal/state regulatory drivers.	
Risk	
Moderate risk exists for this activity because the alignment to business requirements is critical to the success of the applications portfolio.	
Considerations	
Many departments have complicated regulatory issues to be understood. It is imperative to understand the complexities involved to avoid the potential of losing federal dollars. Also, the tasks performed have to be coordinated with efforts of the architecture team and the Enterprise Portfolio Management Office (EPfMO). This process should be facilitated by a seasoned consultant with experience in this area who will come to the table with a basic plan of action and a list of "best practices" to streamline the process. Tasks to be considered: • Determine if it should be self reported, tool based discovery or manual inventory • Define what an entity relationship is. • Establish point of contact for each agency for application inventory • Identify plan for capturing Federal and State codes, regulations and implications • Determine how to assess connection between agency strategic plans and the applications in the inventory • Determine format of measurable results • Deliver communications plan to agencies regarding inventory status	
Expected Outcome:	The outcome of this activity will be a thorough understanding of the business requirements and business drivers and their effect on Application Asset Management.
Timeframe:	2 – 3 Months
Cost:	$25,500 – $48,750 Consulting 250 Hours

3. Technical Requirements Gathering	
Description	
This activity will plan for: • Gathering the technical specifications for the applications in the consolidated application matrix. • Identifying the platform upon which this matrix will reside. • Setting parameters for inventory maintenance and • Defining common application terminology to be used throughout the enterprise.	
Risk	
This activity has a fairly low risk for completion.	
Considerations	
The Enterprise Architecture Steering Committee needs to be involved in making the decisions regarding platform and location of the database. This process should be facilitated by a seasoned consultant with experience in this area who will come to the table with a basic plan of action and a list of "best practices" to streamline the process. Tasks to be considered: Identify where the inventory data will be located, the platform it will reside on and how it will be maintained • Define the process to maintain the inventory--frequency, etc. • Design the consolidated enterprise matrix • Develop a common description of application terminology and nomenclature • Define the processes required to map the enterprise data interdependencies • Deliver communications plan to agencies regarding inventory status	
Expected Outcome:	The outcome of this activity is a consolidated application matrix template and an identified platform for maintaining the application inventory data.
Timeframe:	2 – 3 Months
Cost:	$30,000 –$55,000 Consulting facilitation and subject matter expertise 600 Hours

4. Plan for Future State Consolidation	
Description	
This final activity establishes plans for the future state of the application inventory and consolidation.	
Risk	
This activity has moderate risk as the preparation for the future state begins. In order for the inventory/consolidation process to be successful, plans need to be in place with a set of detailed processes to be followed.	
Considerations	
Dependency on the Enterprise Portfolio Management Office (EPfMO) to ensure proper coordination of activities. This process should be facilitated by a seasoned consultant with experience in this area who will come to the table with a basic plan of action and a list of "best practices" to streamline the process. The applications portfolio is a key aspect of the Architecture strategy. Tasks to be considered: • Plan process to map applications to planned technology architecture • Plan process to determine application fit to portfolio—portfolio management	
Expected Outcome:	The outcome of this activity is a plan for achieving future application inventory and consolidation.
Timeframe:	1 – 1.5 Months
Cost:	$15,000 – $20,000 Consultant facilitation and subject matter expertise 200 Hours

Cultural Impacts

- Open communication needs to be maintained throughout the process.
- Inertia…meeting the challenge of keeping agencies on task.
- Everyone's platters are already full and therefore we need to be mindful of a conflict in scheduled assignments.

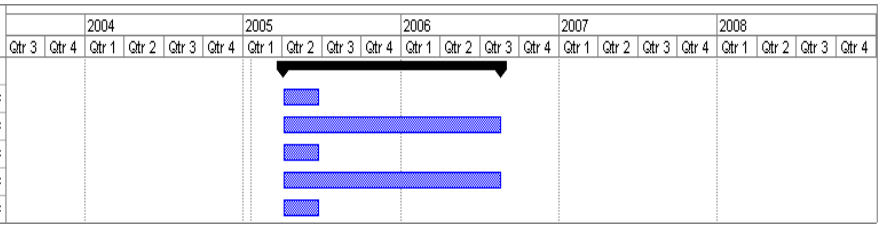
Administrative Issues

Initiative

The administrative issues represent the five common areas among most or all of the eight groups. Bringing these functions together under administration allows the JCIO to centrally manage those activities that will be done on an enterprise wide basis.

Activity Level Project Timeline

ID	Task Name	Duration
1	**Enterprise Wide Administration**	**360 days**
2	Identify Current State/Inventory	3 mons
3	Human Resources/Training	18 mons
4	Legal/Legislative	3 mons
5	Communications/Change Managemer	18 mons
6	Business Drivers	3 mons



Description of Activities

1. Identify Current State/Inventory	
Description	
Inventory and current state of technology and personnel.	
Risk	
Low	
Considerations	
• Architecture • Infrastructure • Data Center • Life Cycle • Applications	
Expected Outcome:	Comprehensive inventory of all key assets and projects, including hardware, applications, personnel, projects, etc.
Timeframe:	3 Months
Cost:	$154,000 - $237,250 3500 – 5300 internal hours

2. Human Resources/Training	
Description	
Human Resource and Training considerations required across the organization as it begins to migrate to the new mode.	
Risk	
Moderate	
Considerations	
• Architecture • Funding • Infrastructure • Data Center	
Expected Outcome:	Identification of Human Resource requirements to smoothly transition
Timeframe:	Ongoing
Cost:	$63,750 500 internal hours

3. Legal/Legislative	
Description	
Identification of all legal, legislative and mandated issues as they relate to Information Technology decision making.	
Risk	
Moderate	
Considerations	
• Architecture • Funding • Infrastructure	
Expected Outcome:	Identification of codes and legal requirements for information technology.
Timeframe:	3 Months
Cost:	$17,500 - $20,500 100 – 150 internal hours

4. Communications/Change Management	
Description	
Change Management plans for the organizational transition to aid in cultural issues.	
Risk	
High	
Considerations	
• Governance • Architecture • Funding • Sourcing • Infrastructure • Data Center • Lifecycle • Applications	
Expected Outcome:	Comprehensive communications plan
Timeframe:	Ongoing
Cost:	$2500 200 – 300 internal hours

5. Business Drivers	
Description	
Collection of detailed business drivers from each agency.	
Risk	
Moderate	
Considerations	
• Architecture • Sourcing • Infrastructure • Data Center • Applications	
Expected Outcome:	Comprehensive listing of each business driver by agency to ensure meeting the requirements of the business.
Timeframe:	3 Months
Cost:	$154,000 - $237,250 2000 – 2500 internal hours

Addendum 1: Parking Lot Issues

The following table is a listing of the parking lot issues raised during the workshop development of the plans. This has been laid out in a Responsible/Accountable/Consult/Inform (RACI) matrix and assigned to the appropriate groups for consideration. Every issue raised is being addressed by one of the initiative groups or by the culture group, as indicated.

Team	***Initiative Parking Lot Issue***	Team									Other than the 9 teams	
		1	2	3	4	5	6	7	8	9		
9	IT cost visibility within departmental budgets	R		C				C		C	A = Department of Management	Historically these projects have never been identified, singled out and scrutinized by the legislature. DOM and the Governor's Office must be aware that certain budget subcommittees may use this information as a source of additional funding – eliminating necessary IT projects and substituting their own new program initiatives.
1,2	Competing priorities of projects and investments	C		A	C					C	R = Office of JCIO	The TGC with input from the EPfMO and the JCIO will prioritize all technology investment projects over $50,000 or 750 person hours. We must recognize that some projects, although ranked lower in priority, will have to be moved forward because of funding restrictions and availability.
9	Lack of common definition or understanding of IT cost	A		C	C						R = Office of JCIO	Our efforts to identify and track IT costs across the enterprise have been inadequate. Part of the reason is a lack of common definition of IT. The implementation of common definitions and training of the use of new expense codes will take time. We must anticipate that this will take several years to fine tune.
9	Resource transfer issues.	A	C			C	C	C	C	C	R = Office of JCIO	This relates to the need to not only identify a base line IT spend but also identify the funding streams associated with that spend. The ability to use these varied funding streams will depend greatly in our ability to track and document time and costs. See following issue.
2	Time reporting systems are difficult to accurately implement. Employee resistance to time reporting, inaccurate reporting, miscoding transactions, all increase as the complexity of accounting system expands.	C								R	A = Department of Management	The ability to use varied funding sources relies on a time reporting and cost allocation system that is properly documented and can withstand audit. The existing IT billing system (PACE) does not meet this standard. Not only does this jeopardize the use of varied funding streams it also calls into question the validity of source data used in setting utility rates charged to participating agencies.
3	Limiting exceptions	A	C	R	C							The Coeur report indicated that Iowa was spending between $30 to $40 million per year less that states of comparable size. In order to continue to move Iowa's IT initiative forward it is imperative that any identified savings resulting from process change be reinvested in the IT infrastructure. IT should be also noted that we must make significant investments in our existing IT infrastructure if we are to see savings of the magnitude identified in the Coeur report. This transition will take time – we should not expect to see significant savings immediately.
1	Conformance to practice and consequences for non-conformance	A		C						C	R = Office of JCIO	"Recommend communications programs between agenc Specifically in first bullet point. IE: Service Level Agreements.

Team	***Initiative Parking Lot Issue***	Team									Other than the 9 teams	
		1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**		
9	IT cost visibility within departmental budgets	R		C				C		C	A = Department of Management	Many IT projects are included as part of large federal grants.
4	DAS to launch a Spending Analysis - the means by which a centralized IT procurement process 'spends' or 'commits' agency dollars for enterprise-level (read "better") discounts on IT products and services	A			C						R = Office of JCIO	"Conduct inputs to a supplier spend analysis by DAS" All teams are to provide parameters of needed data.
5	Current assets and if/how they will be moved…i.e. DOT new Telephone switches	C	C	C					C	C	A = Department of Management R = Office of JCIO	DOT's VOIP switches will be used in the new network design. All DOT assets will be taken into consideration during the next phase of the of the study. An engineering determination will be made at that time if relocation of the assets are required.
5	Call Center/Help Desk Support		C			R			C	C	A = Office of JCIO	Defined by the JCIO
2	Applications Portfolio Management Plan	C	R			C		C	C		A = Office of JCIO	Issue for the EPfMO once is it created.
9	State & Federal codes / regulations – sorting through potential conflicting regulations	C	C	C	C	C	C	C	C	R	A = Office of JCIO	Move to the Administration section of the report.

Responsible - Those that get the job done
Accountable - Those that take the credit for success or responsibility for failure
Consulted - Those whose opinions are sought
Informed - Those that are kept up-to-date on progress